



**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**



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**[REPORT OF ACTION TAKEN IN CLOSED SESSION**

**TUESDAY, OCTOBER 25, 2005, BEGINS ON PAGE 258.]**

**SUP. MOLINA, CHAIR:** GOOD MORNING. WE'RE GOING TO BEGIN THIS MORNING'S MEETING. THIS MORNING, OUR INVOCATION WILL BE LED BY THE REVEREND DON WELSH OF THE ANTELOPE VALLEY CHURCH IN QUARTZ HILL, AND OUR PLEDGE OF ALLEGIANCE WILL BE LED THIS MORNING BY COLONEL SMITH OF OUR DEPARTMENT OF VETERANS AFFAIRS. WOULD YOU ALL PLEASE STAND. REVEREND?

**THE REVEREND DON WELSH:** GOOD MORNING. I GREET YOU FROM THE ANTELOPE VALLEY AND NOTICE THAT THERE'S A LOT OF TRAFFIC BETWEEN HERE AND THERE. [ LIGHT LAUGHTER ]

**THE REVEREND DON WELSH:** BUT IT IS A GOOD MORNING AND SO LET'S COME TOGETHER, ALL ACKNOWLEDGING THE ONE POWER THAT IS GREATER THAN WE ARE, WHATEVER NAME WE MAY HAVE FOR THIS ESSENCE OF LIFE, THE CREATOR, THE DIVINE, THE FATHER, GODDESS, WHATEVER WORD WE LIKE TO USE TO IDENTIFY IN OUR OWN MINDS THIS WONDERFUL POWER THAT IS ALWAYS THERE FOR US. IT IS THE LOVE AND THE LIGHT AND THE LIFE THAT IS ALWAYS RIGHT WHERE WE ARE. AND KNOW THAT WE'RE ENGULFED IN AND BLESSED BY THIS SPIRIT AND KNOW THAT THAT VERY SPIRIT OF LOVE BLESSES US ALL THE TIME. SO



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1 WE JUST ACKNOWLEDGE THAT. WE OPEN OUR HEARTS AND OUR MINDS  
2 THIS MORNING TO USE THAT WISDOM THAT COMES FROM THE ONE TO  
3 CONDUCT THIS MEETING, TO MAKE WISE DECISIONS, TO LEAD THIS  
4 WONDERFUL COUNTY OF LOS ANGELES IN CIVIC MATTERS, ALL GUIDED  
5 BY THE DIVINE. I KNOW THAT EACH PERSON PLAYS THEIR PART AND  
6 THAT THIS IS A WONDERFUL MEETING, VERY EFFICIENT AND EXCELLENT  
7 ONE AND I KNOW THAT GOD PREVAILS. KNOWING THAT'S TAKING PLACE  
8 RIGHT NOW, I GIVE THANKS THAT THE GRACE OF GOD MAKES THIS  
9 POSSIBLE AND THE LAW OF GOD FULFILLS IT. I KNOW THAT TO BE THE  
10 CASE RIGHT NOW AND SO IT IS. AMEN.

11

12 **STEVE DEFORD:** PLEASE PLACE YOUR RIGHT HAND OVER YOUR HEART AND  
13 JOIN ME IN THE PLEDGE OF ALLEGIANCE TO OUR FLAG. [ PLEDGE OF  
14 ALLEGIANCE ]

15

16 **SUP. MOLINA, CHAIR:** THANK YOU, COLONEL. WE WILL AWAIT  
17 SUPERVISOR ANTONOVICH. HE SHOULD BE HERE SHORTLY. BEFORE I  
18 CALL THE AGENDA, WE HAVE A VERY, VERY IMPORTANT INTERNATIONAL  
19 GUEST. HE'S A LITTLE EARLY. HE HAS A VERY IMPORTANT  
20 APPOINTMENT, SO I'D LIKE TO WELCOME HIS EXCELLENCY, SHAMSER  
21 CHOWDHURY, WHO IS THE AMBASSADOR OF BANGLADESH TO THE UNITED  
22 STATES. WELCOME, SIR. [ APPLAUSE ]

23

24 **SUP. MOLINA, CHAIR:** THIS MORNING, WE'RE PLEASED TO WELCOME HIS  
25 EXCELLENCY. HE'S THE AMBASSADOR, AS I SAID, OF BANGLADESH TO





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1 THE UNITED STATES. THE AMBASSADOR ASSUMED HIS POST IN  
2 WASHINGTON, D.C., ON MARCH 29TH OF THIS YEAR. PRIOR TO  
3 BECOMING AMBASSADOR TO THE UNITED STATES, HE WAS A FOREIGN  
4 SECRETARY TO THE GOVERNMENT OF THE PEOPLE'S REPUBLIC OF  
5 BANGLADESH. AMBASSADOR CHOWDHURY ALSO SERVED AS HIGH  
6 COMMISSIONER OF BANGLADESH, TO SRI LANKA FOR FOUR YEARS AS  
7 AMBASSADOR OF BANGLADESH TO THE FEDERAL REPUBLIC OF GERMANY  
8 FOR THREE YEARS AND AMBASSADOR TO THE SOCIALIST REPUBLIC OF  
9 VIETNAM FOR THREE YEARS. THE AMBASSADOR IS FLUENT IN GERMAN  
10 AND ITALIAN AND HAS A WORKING KNOWLEDGE OF FRENCH. MR.  
11 AMBASSADOR, L.A. COUNTY IS THE HOME TO MANY PEOPLE OF  
12 DIFFERENT CULTURES AND DIVERSE BACKGROUNDS BUT ALSO MANY  
13 PEOPLE OF BANGLADESH DESCENT. WE APPRECIATE THE IMPORTANT  
14 CONTRIBUTIONS THAT MANY OF THE BANGLADESH-AMERICAN COMMUNITY  
15 HAVE MADE TO THE WELL-BEING OF OUR ENTIRE COUNTY, SO-- AND OUR  
16 CONSUL-GENERAL HAKNI IS A CREDIT TO YOUR COUNTRY AND A SERVICE  
17 TO HERE, ALL OF THE PEOPLE IN L.A. COUNTY. SO WE WANTED TO  
18 MAKE A PRESENTATION TO YOU, NOT ONLY TO EXTEND A WELCOME TO  
19 YOU BUT TO ALSO WISH YOU WELL AS YOU CARRY OUT YOUR VERY  
20 IMPORTANT WORK. [ APPLAUSE ]

21

22 **SUP. MOLINA, CHAIR:** AMBASSADOR?

23

24 **HIS EXCELLENCY SHAMSHER M. CHOWDHURY:** MADAM PRESIDENT,  
25 DISTINGUISHED FRIENDS FROM THE L.A. COUNTY, IT IS INDEED FOR



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1 ME A MATTER OF GREAT PLEASURE AND HONOR TO BE STANDING HERE  
2 AND GREETING ALL OF YOU ON THIS VERY AUSPICIOUS AND HISTORIC  
3 MOMENT IN MY LIFE, CERTAINLY. I STAND HERE IN THE HALLWAY. YOU  
4 TALK OF THE FREE ENTERPRISE THAT HAS BEEN THE GUIDING  
5 PRINCIPLE OF THIS GREAT NATION AND THIS GREAT STATE. WHAT  
6 BINDS THE UNITED STATES AND BANGLADESH TOGETHER IS A COMMON  
7 CAUSE OF FREEDOM, OF HUMAN LIBERTY, OF FREE ENTERPRISE OF THE  
8 HUMAN MIND. INDEED, MORE RECENTLY, MORE COMMON STAND ON THE  
9 FIGHT AGAINST INTERNATIONAL TERRORISM, PROMOTE COMMUNAL  
10 HARMONY, TO PROMOTE FAITH-- INTERFAITH INTERACTION AND TO  
11 DEFEAT ALL EVILS THAT STAND IN THE WAY OF THIS PURSUIT. I  
12 THANK ALL OF YOU. I AM VERY, VERY TOUCHED, VERY HONORED TO BE  
13 HERE THIS MORNING. THANK YOU VERY MUCH. [ APPLAUSE ]

14

15 **SUP. MOLINA, CHAIR:** SUPERVISOR ANTONOVICH?

16

17 **SUP. ANTONOVICH:** TODAY, WE WOULD LIKE TO RECOGNIZE PASTOR DON  
18 WELSH WHO IS THE SENIOR MINISTER OF THE ANTELOPE VALLEY CHURCH  
19 OF RELIGIOUS SCIENCE AT THE CENTER OF LIGHT IN LANCASTER. HE'S  
20 BEEN ACTIVE IN THE COMMUNITY, PARTICIPATING ON THE EDUCATION  
21 COMMITTEE OF BOTH THE ANTELOPE VALLEY'S CHAMBER OF COMMERCE,  
22 THE PALMDALE ANTELOPE CHAMBERS. HE SERVES ON THE HEALTHY HOMES  
23 ADVISORY BOARD AND IS PRESIDENT OF THE ANTELOPE VALLEY'S  
24 INTERFAITH COUNCIL. SO, PASTOR, THANK YOU FOR COMING DOWN AND  
25 LEADING US IN PRAYER THIS MORNING. [ APPLAUSE ]



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1

2 **SUP. MOLINA, CHAIR:** AT THIS TIME, I'D LIKE TO ASK OUR  
3 EXECUTIVE OFFICER TO PLEASE CALL THE AGENDA.

4

5 **CLERK VARONA-LUKENS:** THANK YOU, MADAM CHAIR, AND MEMBERS OF  
6 THE BOARD. WE'LL BEGIN ON PAGE 4. ON ITEM S-1, AS NOTED ON THE  
7 AGENDA, THE DIRECTOR REQUESTS THAT THE ITEM BE CONTINUED TO  
8 DECEMBER 20, 2005.

9

10 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE CONTINUED.

11

12 **CLERK VARONA-LUKENS:** THE PUBLIC HEARING ITEMS WILL BE TAKEN UP  
13 AFTER THE BOARD'S PRESENTATIONS AND SO WE'LL GO RIGHT TO  
14 ADMINISTRATIVE MATTERS NOW ON PAGE 6. BOARD OF SUPERVISORS,  
15 ITEMS 6 THROUGH 12, I HAVE FOLLOWING REQUEST. ON ITEM NUMBER  
16 6, HOLD FOR SUPERVISOR ANTONOVICH AND A MEMBER OF THE PUBLIC.  
17 ON ITEM NUMBER 7, HOLD FOR SUPERVISOR MOLINA AND SUPERVISOR  
18 KNABE. AND, ON ITEM NUMBER 10, HOLD FOR A MEMBER OF THE  
19 PUBLIC. AND THE REST ARE BEFORE YOU.

20

21 **SUP. MOLINA, CHAIR:** ON THE REMAINING ITEMS, MOVED BY  
22 SUPERVISOR BURKE, SECONDED BY SUPERVISOR ANTONOVICH. IF  
23 THERE'S NO OBJECTION, SO ORDERED.

24

25 **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ITEM 13.





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1

2 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
3 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.  
4 CONSUMER AFFAIRS. ITEM 14 ALSO INCLUDES THE REVISIONS AS NOTED  
5 ON THE GREEN SHEET.

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. AS REVISED, MOVED BY SUPERVISOR  
8 KNABE, SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S NO  
9 OBJECTION, SO ORDERED.

10

11 **CLERK VARONA-LUKENS:** HEALTH SERVICES. ON ITEM 15, HOLD FOR  
12 SUPERVISORS MOLINA, KNABE AND ANTONOVICH AND MEMBERS OF THE  
13 PUBLIC.

14

15 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE HELD.

16

17 **CLERK VARONA-LUKENS:** MENTAL HEALTH, ITEM 16.

18

19 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
20 BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO  
21 ORDERED.

22

23 **CLERK VARONA-LUKENS:** PUBLIC SOCIAL SERVICES, ITEMS 17 AND 18.  
24 ON ITEM NUMBER 17, HOLD FOR SUPERVISOR BURKE AND SUPERVISOR  
25 KNABE AND A MEMBER OF THE PUBLIC. ITEM 18 IS BEFORE YOU.



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1

2 **SUP. MOLINA, CHAIR:** ON ITEM 18, MOVED BY SUPERVISOR BURKE,  
3 SECONDED BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION,  
4 SO ORDERED.

5

6 **CLERK VARONA-LUKENS:** SHERIFF. ON ITEM 19, HOLD FOR A MEMBER OF  
7 THE PUBLIC.

8

9 **SUP. MOLINA, CHAIR:** WE WILL HOLD THAT ITEM.

10

11 **CLERK VARONA-LUKENS:** ITEM 21-- 20 AND 21, THOSE ARE ORDINANCES  
12 AND I'LL READ THE SHORT TITLE INTO THE RECORD. ITEM 20, AN  
13 ORDINANCE AMENDING TITLE 6, SALARIES OF THE LOS ANGELES COUNTY  
14 CODE TO ADD SECTION 6.21020 TO ESTABLISH THE HURRICANE KATRINA  
15 LEE DONATION PROGRAM. ITEM 21, ORDINANCES EXTENDING THROUGH  
16 MARCH 31, 2007, FRANCHISES GRANTED TO THE FOLLOWING TO PROVIDE  
17 CABLE TELEVISION SERVICE IN VARIOUS UNINCORPORATED AREAS. SO  
18 THAT'S ADELPHIA COMMUNICATIONS CORPORATION, DELAWARE  
19 CORPORATION FOR THE WALNUT PARK AREA. CENTURY T.C.I.  
20 CALIFORNIA LP, A DELAWARE LIMITED PARTNERSHIP FOR THE HACIENDA  
21 HEIGHTS, LA HABRA HEIGHTS, MARINA DEL RAY, AND FRANKLIN  
22 CANYON, SOUTH WHITTIER AND GLENDORA AREAS. ADELPHIA CALIFORNIA  
23 CABLE TELEVISION, LLC, A DELAWARE LIMITED LIABILITY COMPANY  
24 FOR THE ACTON AREA. ADELPHIA COMMUNICATIONS OF CALIFORNIA,  
25 LLC, A COLORADO LIMITED LIABILITY COMPANY FOR THE LITTLE ROCK,



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1 LAKE LOS ANGELES AND PEARLAND AREAS AND ADELPHIA  
2 COMMUNICATIONS OF CALIFORNIA TO LLC, A DELAWARE LIMITED  
3 LIABILITY COMPANY FOR THE GREEN VALLEY, LEONA VALLEY AND  
4 ELIZABETH LAKE UNINCORPORATED AREAS. THOSE ITEMS ARE BEFORE  
5 YOU.

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. THOSE ITEMS ARE MOVED BY  
8 SUPERVISOR YAROSLAVSKY, SECONDED BY SUPERVISOR ANTONOVICH. IF  
9 THERE'S NO OBJECTION, SO ORDERED.

10

11 **CLERK VARONA-LUKENS:** SEPARATE MATTERS, ITEMS 22 THROUGH 26.  
12 ITEM 22 IS BEFORE YOU FOR APPROVAL.

13

14 **SUP. MOLINA, CHAIR:** ALL RIGHT. MOVED BY SUPERVISOR ANTONOVICH,  
15 SECONDED BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO  
16 ORDERED.

17

18 **CLERK VARONA-LUKENS:** ON ITEM 23, HOLD FOR THE BOARD. ON ITEM  
19 24, THE DIRECT-- AS NOTED ON THE GREEN SHEET, THE DIRECTOR  
20 REQUESTS THAT THE ITEM BE CONTINUED ONE WEEK.

21

22 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE CONTINUED.

23

24 **CLERK VARONA-LUKENS:** ITEM 25, HOLD FOR THE BOARD. ON ITEM 26,  
25 SUPERVISOR ANTONOVICH REQUESTS A ONE-WEEK CONTINUANCE.



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1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE CONTINUED.

3

4 **CLERK VARONA-LUKENS:** MISCELLANEOUS, ADDITIONS TO THE AGENDA  
5 REQUESTED BY BOARD MEMBERS AND THE CHIEF ADMINISTRATIVE  
6 OFFICER, WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF  
7 THE MEETING, AS INDICATED ON THE GREEN SUPPLEMENTAL AGENDA.  
8 ITEM 27-A.

9

10 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
11 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

12

13 **CLERK VARONA-LUKENS:** 27-B.

14

15 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
16 BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO  
17 ORDERED.

18

19 **CLERK VARONA-LUKENS:** 27-C.

20

21 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
22 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

23

24 **CLERK VARONA-LUKENS:** 27-D.

25



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1   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE AND MYSELF. IF  
2   THERE'S NO OBJECTION, SO ORDERED.

3

4   **CLERK VARONA-LUKENS:** ON ITEM 27-E, HOLD FOR SUPERVISOR MOLINA  
5   AND SUPERVISOR KNABE AND A MEMBER OF THE PUBLIC.

6

7   **SUP. MOLINA, CHAIR:** WE WILL HOLD THOSE ITEMS.

8

9   **CLERK VARONA-LUKENS:** AND THAT COMPLETES THE READING OF THE  
10   AGENDA. BOARD OF SUPERVISORS SPECIAL ITEMS BEGIN WITH  
11   SUPERVISORIAL DISTRICT NUMBER 3.

12

13   **SUP. MOLINA, CHAIR:** I HAVE ONE PRESENTATION THAT I'D LIKE TO  
14   MAKE BECAUSE PEOPLE HAVE TO LEAVE IF WE DON'T HAVE ANY  
15   OBJECTION. I SPOKE WITH MR. KNABE ABOUT IT. IT'S MY PLEASURE  
16   THIS MORNING TO MAKE A VERY SPECIAL PRESENTATION TO THE FIRM  
17   OF MAYER, BROWN, ROWE AND MAW. JOINING ME HERE IS MR. BOB  
18   HERTZBERG, MR. EATON, EVELYN MARTINEZ FROM FIRST FIVE,  
19   GRACIELLA ITALANO THOMAS FROM L.A. UP AND AND JOE BURNS. THANK  
20   YOU SO MUCH. I THINK HE DID ALL THE WORK. WE SHOULDN'T FORGET  
21   HIM. WE'RE HERE TODAY BECAUSE I WANTED TO MAKE A PRESENTATION.  
22   WE PROVIDE RECOGNITION FOR THE LAW FIRM OF MAYER, BROWN, ROWE  
23   AND MAW. WE ALL KNOW IT'S A NATIONALLY RECOGNIZED LAW FIRM BUT  
24   IT HAS STRONG TIES IN L.A. COUNTY. FOR ALMOST TWO YEARS,  
25   CONSISTING OF MORE THAN 700 HOURS, THE FIRM PROVIDED PRO BONO





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1   LEGAL SERVICES TO THE LOS ANGELES UNIVERSAL PRESCHOOL ADVISORY  
2   COMMITTEE OF THE FIRST 5 LOS ANGELES COMMISSION. THE FIRM  
3   PROVIDED THE ADVISORY COMMITTEE NOT ONLY WITH LEGAL SERVICES  
4   RELATED TO THE DEVELOPMENT OF THE APPROPRIATE GOVERNANCE  
5   STRUCTURE FOR THE UNIVERSAL PRESCHOOL EFFORTS BUT ITS SERVICES  
6   AS WELL RELATED TO THE INCORPORATION OF L.A. UP AS A LEGAL  
7   ENTITY. L.A. UP AND FIRST 5 L.A., AS WELL AS CHILDREN AND THE  
8   FAMILIES OF LOS ANGELES COUNTY, HAVE BENEFITED FROM THE HARD  
9   WORK THAT THESE ATTORNEYS WHO CONTRIBUTED TO THE UNIVERSAL  
10  PRESCHOOL PLANNING PROCESS. I WANT TO RECOGNIZE THEM BECAUSE  
11  THEY DID PROVIDE SO MUCH LEADERSHIP AND SO MUCH SUPPORT FOR A  
12  NETWORK AND AN ORGANIZATION THAT IS GOING TO BE PROVIDING  
13  UNBELIEVABLE AMOUNT OF BENEFIT TO FAMILIES THROUGHOUT L.A.  
14  COUNTY. MR. BOB HERTZBERG IS A FIRM PARTNER AND HE WAS  
15  ADVISORY CO-CHAIR AND, OF COURSE, MANAGING PARTNER, LOU  
16  EATMAN, AND THE FIRM'S ATTORNEY AND STAFF WERE ESSENTIAL TO  
17  THE SUCCESS OF THE UNIVERSAL PRESCHOOL PLANNING PROCESS. WE'RE  
18  VERY PROUD TO MAKE THIS PRESENTATION. IT IS VERY DESERVING  
19  BECAUSE, WHEN YOU GET SOMEONE WHO CHARGES, AS WE ALL KNOW,  
20  QUITE A BIT FOR THEIR FEES BUT ARE WILLING TO DEDICATE  
21  THEMSELVES TO OUR...

22

23   **SUP. YAROSLAVSKY:** ESPECIALLY HERTZBERG.

24

25   **SUP. MOLINA, CHAIR:** I'M SORRY?



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1

2 **SUP. YAROSLAVSKY:** I SAID ESPECIALLY HERTZBERG. [ LAUGHTER ]

3

4 **SUP. MOLINA, CHAIR:** BUT, IN THIS INSTANCE, THEY MADE A  
5 CONTRIBUTION AND I DON'T THINK IT SHOULD GO UNRECOGNIZED.  
6 BECAUSE OF THEIR LEADERSHIP, THEIR CONTRIBUTION, THIS  
7 ORGANIZATION IS GETTING THE KIND OF START THAT IT SHOULD BE  
8 GETTING AND THAT IS ON A FIRM LEGAL FOOTING, AS WE ALL NEED TO  
9 BE AT ALL TIMES. WE CONGRATULATE THEM AND WE'D LIKE TO MAKE  
10 THIS PRESENTATION. [ APPLAUSE ]

11

12 **SUP. KNABE:** MADAM CHAIR? MADAM CHAIR, I JUST WOULD ADD, I  
13 MEAN, OBVIOUSLY, I WAS CHAIR LAST YEAR TOWARDS THIS WHOLE  
14 PROCESS AND WOULD ALSO LIKE TO EXTEND MY THANKS TO THE ENTIRE  
15 FIRM AND THEIR STAFF FOR THE EXCELLENT WORK AND WILLINGNESS TO  
16 ANSWER QUESTIONS. AND, AS YOU KNOW, THERE WAS A LOT OF NERVOUS  
17 PEOPLE AS THE THING PROGRESSED AND IT CAME TO A VERY GOOD END  
18 BECAUSE OF PEOPLE LIKE YOURSELVES AND THE WILLINGNESS TO MAKE  
19 THAT COMMITMENT SO THANK YOU VERY MUCH.

20

21 **ROBERT HERTZBERG:** THANK YOU, SUPERVISOR KNABE. AND THANK YOU,  
22 SUPERVISOR MOLINA. I JUST WANT TO SAY JUST BRIEFLY, YOU KNOW,  
23 YOU COME OUT OF GOVERNMENT AND YOU GO TO A BIG LAW FIRM, THIS  
24 IS THE 6TH LARGEST LAW FIRM, I KNOW JONES DAY, I THINK, BUT  
25 IT'S THE 6TH LARGEST LAW FIRM IN THE COUNTRY AND YOU ASK THEM



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1 TO PAY YOU A LOT OF MONEY AND THEN YOU ASK THEM TO WORK FOR  
2 FREE BECAUSE YOU'RE A BELIEVER IN THE CAUSE. AND IT'S TOUGH  
3 BUT I'LL TELL YOU, MAYER BROWN IS THE PLACE, IT'S A LAW FIRM  
4 OF ADELAIDE STEVENSON AND MICKEY CANNER AND BILL DALY AND  
5 OTHERS AND THEY'RE PRIMARILY BASED IN CHICAGO BUT THEY STOOD  
6 TO THE READY AND PUT A LOT OF RESOURCES, EIGHT LAWYERS, WHO  
7 DID, SUPERVISOR KNABE, JOE BURN, WORKING HARD ON THAT STEP  
8 FORTH AND SPENT A LOT OF TIME ANALYZING ALL SORTS OF OPTIONS.  
9 YOU KNOW, IN THIS SITUATION, LOTS OF TIMES YOU LOOK AT OPTIONS  
10 AND ALTERNATIVES THAT DON'T ULTIMATELY COME TO FRUITION. SO I  
11 JUST WANT TO-- I THINK IT'S APPROPRIATE TO RECOGNIZE THE FIRM.  
12 LOU EATMAN'S THE MANAGING PARTNER OF THE FIRM, A STANFORD MAN,  
13 BUT I DON'T HOLD THAT AGAINST HIM. BUT THANK YOU VERY MUCH.  
14 THANK YOU, SUPERVISOR, THANK YOU VERY MUCH.

15

16 **LOUIS P. EATMAN:** AS MOST OF YOU KNOW, IT'S ALMOST IMPOSSIBLE  
17 TO FOLLOW BOB HERTZBERG ON A PODIUM SO I'M GOING TO BE VERY  
18 BRIEF. ON BEHALF OF MAYOR BROWN, WE ARE DELIGHTED TO ACCEPT  
19 THIS HONOR. WE ARE ALSO DELIGHTED TO HAVE HAD THE OPPORTUNITY  
20 TO BE OF SERVICE TO THE COMMUNITY AND WE HOPE THAT THE EFFORTS  
21 OF THE MANY LAWYERS IN OUR FIRM WILL WIND UP BEING PUT TO VERY  
22 GOOD USE AND I'M CONFIDENT THAT WILL BE THE CASE. THANK YOU  
23 VERY MUCH INDEED. [ APPLAUSE ]

24

25 **SUP. MOLINA, CHAIR:** YOUR PRESENTATIONS, SUPERVISOR KNABE.



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1

2     **SUP. KNABE:** THANK YOU, MADAM CHAIR. I WAS HOPING-- I HAVE ONE  
3     PRESENTATION THAT MAY BE DELAYED BECAUSE SHE WAS UNABLE TO  
4     MAKE IT BUT THE CURRENT CHAIR OF L.A. UP, WE HAVE A  
5     PRESENTATION FOR HER AS WELL BUT, AT THIS POINT, IT'S MY  
6     PLEASURE TO HAVE SANDRA THORNTONSON, THE SUPERINTENDENT OF  
7     WHITTIER UNION HIGH SCHOOL DISTRICT, AND JOINING HER ARE  
8     MEMBERS OF HER BOARD OF TRUSTEES, PRESIDENT JEFF BAIRD AND  
9     CLERK LAYTON ANDERSON. WHITTIER UNION HIGH SCHOOL HAS  
10    SUSTAINED ACHIEVEMENT GAINS FOR 7 CONSECUTIVE YEARS AT ALL ITS  
11    HIGH SCHOOLS, WHICH INCLUDES CALIFORNIA, LA CERNA, WHITTIER,  
12    PIONEER AND SANTA FE. IN ADDITION, THE DISTRICT HAS HAD  
13    OUTSTANDING RESULTS ON A CALIFORNIA STANDARDS TEST AND THE  
14    HIGH SCHOOL EXIT EXAM. BUT TODAY WE'RE HERE TO ACKNOWLEDGE  
15    WHITTIER UNION HIGH SCHOOL DISTRICT FOR ACCOMPLISHING THEIR  
16    GREATEST GAIN IN THE ACADEMIC PERFORMANCE INDEX, AS MEASURED  
17    BY THE STATE OF CALIFORNIA IN 2005 HERE IN LOS ANGELES COUNTY.  
18    AND THEY ARE NUMBER 1. SO, ON BEHALF OF MY COLLEAGUES AND THE  
19    10 MILLION RESIDENTS OF LOS ANGELES COUNTY, WE WANT TO  
20    CONGRATULATE THE UNION-- WHITTIER UNION SCHOOL DISTRICT FOR  
21    ALL THEIR HARD WORK AND RECOGNIZE THEM FOR THE MOST IMPROVED  
22    A.P.I. SCORES IN THE ENTIRE COUNTY OF LOS ANGELES.  
23    CONGRATULATIONS. [ APPLAUSE ]

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SPEAKER:** JUST BRIEFLY, I'D LIKE TO THANK THE BOARD FOR TAKING  
2 ITS TIME THIS MORNING TO RECOGNIZE OUR DISTRICT. JUST BRIEFLY,  
3 I'D LIKE TO TAKE THE TIME TO THANK THE BOARD THIS MORNING FOR  
4 RECOGNIZING OUR DISTRICT. WE ACCEPT THIS AWARD ON BEHALF OF A  
5 HARDWORKING, FOCUSED STAFF, AS WELL AS A COMMUNITY THAT HAS  
6 ALWAYS HIGHLY VALUED ITS SCHOOLS. WE HAVE A HUNDRED-YEAR  
7 TRADITION THERE IN WHITTIER OF FINE PUBLIC SCHOOLS. AND,  
8 FINALLY, I'D LIKE TO RECOGNIZE OUR STUDENTS WHO WORKED SO HARD  
9 TO EARN THIS HONOR. THANK YOU AGAIN, BOARD.

10

11 **SUP. KNABE:** MADAM CHAIR, I'M GOING TO HAVE TO WAIT FOR-- ONE  
12 OF MY HONOREES IS NOT HERE YET SO...

13

14 **SUP. MOLINA, CHAIR:** VERY GOOD. SUPERVISOR ANTONOVICH, YOUR  
15 PRESENTATIONS?

16

17 **SUP. KNABE:** ANYWAY, SHE JUST ARRIVED. EXCUSE ME? I CAN SEE HER  
18 WALKING RIGHT DOWN HERE. GRAND ENTRANCE FOR BETH LOWE. HOW DO  
19 YOU LIKE ME ANNOUNCING YOU, BETH, JUST WALKING RIGHT DOWN THE  
20 AISLE LIKE THAT? BUT I'M PLEASED TO HAVE BETH HERE WITH US  
21 TODAY. AS YOU ALL KNOW, BETH HAS BEEN A VERY STRONG ADVOCATE  
22 FOR CHILDREN'S RIGHTS OVER THE YEARS AND SHE HAS LENT HER  
23 INCREDIBLE ENERGY TO SOME OF THE MOST CRITICAL ISSUES FACING  
24 OUR CHILDREN AND FAMILIES. THE ISSUE TO WHICH BETH HAS  
25 PROBABLY BEEN MOST ASSOCIATED WITH IS THE EFFORT TO ENSURE





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1 THAT ALL CHILDREN HAVE ACCESS TO HIGH QUALITY PRESCHOOL. SHE  
2 IS THE CHAIR OF THE LOS ANGELES UNIVERSAL PRESCHOOL, L.A. UP  
3 BOARD OF DIRECTORS OF WHICH WE JUST THANKED THE LAW FIRM THAT  
4 DONATED ALL THAT TIME TO CREATE, A POSITION THAT SHE HAS COME  
5 TO PERSONIFY OVER THE PAST SEVERAL YEARS. AND, IN TALKING TO  
6 HER, IT'S A POSITION PROBABLY THAT HAS DRAWN ON ALL OF HER  
7 EXTENSIVE EXPERIENCE AND REQUIRED MORE, A SENSE OF DIPLOMACY  
8 SKILLS AS YOU CREATE AND TO ENSURE THE VISION OF THIS  
9 UNIVERSAL PRESCHOOL AND MAKE IT A REALITY HERE IN LOS ANGELES  
10 COUNTY. TWO YEARS AGO, I ASKED BETH TO JOIN L.A. UP AND MOVE  
11 FROM FIRST 5 AND SHE BECAME CHAIR AND, GIVEN THE FACT THAT THE  
12 BOARD OF DIRECTORS ELECTED HER TO ANOTHER TERM IS PROOF  
13 POSITIVE, I THINK, THAT SHE'S DOING A GREAT JOB AND BRINGS  
14 INCREDIBLE SKILLS TO WHAT IS THE ULTIMATE GOAL AND THAT'S THIS  
15 PRESCHOOL FOR ALL CHILDREN HERE IN LOS ANGELES COUNTY. SO,  
16 BETH, ON BEHALF OF MYSELF AND MY COLLEAGUES AND ALL THE  
17 CITIZENS OF LOS ANGELES COUNTY, BUT MOST IMPORTANTLY THE  
18 CHILDREN, A HEARTFELT THANKS FOR A JOB WELL DONE. AND, JUST  
19 RECENTLY, THE L.A. BUSINESS JOURNAL RECOGNIZED BETH AS  
20 VOLUNTEER OF THE YEAR. [ APPLAUSE ]

21

22 **BETH LOWE:** THANK YOU SO MUCH, SUPERVISOR KNABE, I REALLY  
23 APPRECIATE THIS. I KNOW THAT THE L.A. BUSINESS JOURNAL'S HONOR  
24 WAS LARGELY DUE TO THE WORK WITH FIRST 5 AND LOS ANGELES  
25 UNIVERSAL PRESCHOOL. WE CAN CERTAINLY CONSIDER THIS A MAJOR



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PARTNERSHIP BETWEEN THE BOARD OF SUPERVISORS, BETWEEN-- AND  
2 FIRST 5 AND L.A. UP TO BRING THE ACCESS TO PRESCHOOL FOR ALL  
3 THE CHILDREN IN OUR COUNTY. I'M VERY PROUD OF THE WORK THAT  
4 LOS ANGELES UNIVERSAL PRESCHOOL HAS DONE TO DATE. WE HAVE A  
5 HUNDRED NEW PRESCHOOLS THAT ARE UP AND GOING SINCE LAST MARCH  
6 AND ARE MOVING TO ADDRESS PARTICULARLY THOSE IN THE AREAS OF  
7 GREATEST NEED. SO WE HAVE A LOT OF WORK TO DO. I'D JUST LIKE  
8 TO ADD THAT WE ARE NOW FOCUSED ON TRYING TO SEE THAT THE  
9 PRESCHOOL FOR ALL INITIATIVE QUALIFIES FOR THE JUNE BALLOT AND  
10 IS PASSED BY THE VOTERS BECAUSE WE CAN GET THIS UP AND RUNNING  
11 AND OFF THE GROUND, WHICH IS AN ENORMOUS UNDERTAKING, BUT WE  
12 CAN DO THAT BUT, TO SUSTAIN IT AND TAKE THE PROGRAM STATEWIDE,  
13 WHICH CERTAINLY ALL OF OUR CHILDREN DESERVE, THEY DESERVE TO  
14 HAVE A CHANCE TO FULFILL THEIR POTENTIAL. SO WE WILL BE  
15 FOCUSED ON THAT AND MY HOPE IS THAT FIRST 5 AND THE BOARD OF  
16 SUPERVISORS WILL GET BEHIND THIS INITIATIVE AS WELL. SO THANK  
17 YOU VERY MUCH. I'M MOST APPRECIATIVE. NICE TO SEE ALL OF YOU.  
18 THANK YOU.

19  
20 **SUP. MOLINA, CHAIR:** CONGRATULATIONS, BETH. [ APPLAUSE ]

21  
22 **SUP. MOLINA, CHAIR:** SUPERVISOR ANTONOVICH, YOUR PRESENTATIONS.

23  
24 **SUP. ANTONOVICH:** WELL, FIRST, WE WOULD LIKE TO RECOGNIZE A  
25 GROUP OF INDIVIDUALS WHO HAVE DONE AN INCREDIBLE JOB IN



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   HELPING OUR COUNTY AND OUR NEIGHBORING COUNTIES THROUGH OUR  
2   MUTUAL AID PACTS AND THAT'S THE SHERIFF'S AIR RESCUE FIVE  
3   PROGRAM WHICH RECENTLY CELEBRATED ITS 50TH ANNIVERSARY OF  
4   PROVIDING LIFESAVING SERVICES TO THE CITIZENS OF OUR COUNTY.  
5   THIS PROGRAM EMBODIES LOS ANGELES COUNTY'S COMMITMENT TO THE  
6   SAFETY AND WELLBEING OF ITS CITIZENS AND DEMONSTRATES THE  
7   EFFECTIVENESS OF ROTO CRAFT AND OUTSTANDING PUBLIC SAFETY  
8   SERVICES. BASED IN LONG BEACH MUNICIPAL AIRPORT, THAT BEGAN IN  
9   1955 WITH A SINGLE BELL 47 HELICOPTER. CURRENTLY, THEY HAVE  
10   ADDITIONAL SOPHISTICATED AIRCRAFT TO PROVIDE THEM IN THIS  
11   LIFE- SAVING EFFORT. THE AIR RESCUE 5 PROGRAM PROVIDES THE  
12   MOST ADVANCED TECHNICAL RESCUE CAPABILITIES AVAILABLE ANYWHERE  
13   IN THE UNITED STATES. WHETHER A TECHNICAL RESCUE IN THE RUGGED  
14   SAN GABRIEL MOUNTAINS, A SWIFT WATER RESCUE IN A RAGING FLOOD  
15   CONTROL CHANNEL OR MEDICAL TRANSPORT FROM SANTA CATALINA  
16   ISLAND, THE MEMBERS OF AIR RESCUE 5 PROUDLY STAND BEHIND THEIR  
17   MOTTO, "ANY MISSION, ANY TIME, ANYWHERE." IN RECOGNITION OF  
18   THESE FIVE DECADES OF LIFE SAVING RESCUES, SUCCESSFUL  
19   SEARCHES, EVACUATIONS OF LOST PERSONS, COUNTLESS LAW  
20   ENFORCEMENT MISSIONS AND AN IMPECCABLE SAFETY RECORD, WE WANT  
21   TO SALUTE THESE OUTSTANDING DEPUTIES, WHICH IS A CREDIT TO THE  
22   PROFESSIONALISM OF OUR LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
23   AND TO PUBLIC SAFETY COMMUNITY OF THE INDIVIDUALS WHO RISK  
24   THEIR LIVES TO PROVIDE US WITH OUR FREEDOMS. SO, FIRST,  
25   CAPTAIN JAMES GIOVANNA. [ APPLAUSE ]



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1

**SUP. ANTONOVICH:** WITH HIM TODAY IS LIEUTENANT-- I SHOULD SAY  
COMMANDER DAVID BETSKI, LIEUTENANT MIKE BARAM, SERGEANT  
WILLIAM BROWN, SENIOR HELICOPTER MECHANIC, SIDNEY EDWARDS,  
HELICOPTER MECHANIC, ALLAN BUTLER, SERGEANT RANDY BRESSNICK,  
RETIRED. WE ALSO HAVE WITH US TODAY FROM EMERGENCY SERVICES  
DETAIL LIEUTENANT JIM NUNLY, DEPUTY DARRELL EARHART, DEPUTY  
RICKIE HERNANDEZ, DEPUTY LARRY MCCABE, DEPUTY MICHAEL  
SOMBOLICH AND DEPUTY CHRIS YOUNG AND DEPUTY TONY HOLMES. SO DO  
YOU WANT TO SAY A FEW WORDS?

11

**SPEAKER:** THANK YOU, SUPERVISOR. IT'S AN HONOR AND A PLEASURE  
TO BE HERE TODAY TO ACCEPT THIS HONOR ON BEHALF OF SHERIFF  
BACA AND THE ENTIRE AIR RESCUE 5 PROGRAM. LAST MONTH AT THE  
SHERIFF'S AERO BUREAU, WE CELEBRATED THE 50TH ANNIVERSARY AND  
WE HAD A GATHERING OF HEROES, OVER 50 YEARS OF AIR RESCUE 5  
MEMBERS WHO HAVE ESSENTIALLY DEDICATED THEIR LIVES AND THEIR  
CAREERS TO PROVIDING LIFE-SAVING SERVICES TO THE COUNTY OF LOS  
ANGELES. WHAT YOU SEE HERE IN FRONT OF YOU TODAY IS A PORTION  
OF OUR CURRENT HEROES THAT DO THIS SERVICE, DAY IN AND DAY OUT  
AS VITAL MEMBERS OF THE COUNTY'S PARAMEDIC AND TRAUMA CARE  
SYSTEM. THESE GUYS HANG THEIR LIVES OUT EVERY DAY, PROVIDING  
LIFE-SAVING SERVICES. TWO OF OUR MEMBERS WHO AREN'T HERE  
TODAY, WE'RE LOOKING FORWARD TO THEIR RETURN IN DECEMBER, TWO  
OF OUR AIR RESCUE 5 PILOTS, JERRY DIXON AND CHRIS GOODE WHO,



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1 FOR THE PAST 12 MONTHS, HAVE BEEN SERVING THEIR COUNTRY IN  
2 IRAQ AND THEY WILL BE RETURNING TO JOIN THE FORCES BACK IN THE  
3 SHERIFF'S DEPARTMENT HERE VERY SOON AND I'LL MAKE SURE THAT  
4 THEY ARE DULY HONORED FOR THIS ALSO. I THANK YOU VERY MUCH. [  
5 APPLAUSE ]

6

7 **SUP. ANTONOVICH:** ONCE AGAIN, GROWING UP IN AN ERA OF FLASH  
8 GORDON WITH MANY PEOPLE HERE, IT'S A REAL HONOR AND A  
9 PRIVILEGE TO BRING SOME OF THE INNOVATORS, SCIENTISTS,  
10 COMMUNITY TODAY TO BE RECOGNIZED FOR A GREAT ACHIEVEMENT. AND,  
11 TODAY, WE WANT TO RECOGNIZE LA CANADA FLINTRIDGE'S OWN JET  
12 PROPULSION LABORATORY'S DEEP IMPACT TEAM. NOW, THIS TEAM, IN  
13 COLLABORATION WITH THE UNIVERSITY OF MARYLAND AND N.A.S.A.,  
14 PERFORMED AN INCREDIBLY COMPLEX EXPERIMENT IN SPACE, PROBING  
15 BENEATH THE SURFACE OF A COMET TO REVEAL THE SECRETS OF ITS  
16 INTERIOR. COMETS ARE COMPOSED OF ICE, GAS AND DUST AND ARE  
17 CONSIDERED TO BE TIME CAPSULES THAT HOLD CLUES ABOUT THE  
18 FORMATION OF THE SOLAR SYSTEM. ALTHOUGH REJECTED BACK IN 1996,  
19 THE DEEP IMPACT PROJECT PROPOSAL WAS THEN ACCEPTED IN 1999.  
20 FLIGHT SYSTEMS FOR THE MISSION WERE BUILT BETWEEN THE YEARS  
21 2001 AND 2003, DELIVERED TO CAPE CANAVERAL AT THE END OF 2004  
22 AND WAS LAUNCHED JANUARY 12TH OF THIS YEAR. IMPACT OCCURRED ON  
23 JULY 3RD, CREATING A CRATER IN THE COMET TEMPLE 1. DATA FROM  
24 THAT SPACE IS NOW RECEIVED BY N.A.S.A.'S DEEP SPACE NETWORK  
25 AND SENT TO THESE ENGINEERS AND SCIENTISTS AT JPL'S FOR STUDY.





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1 RESULTS FROM THIS AND OTHER COMET MISSIONS WILL LEAD TO AN  
2 UNDERSTANDING OF BOTH THE SOLAR SYSTEM'S FORMATION AND  
3 IMPLICATIONS OF COMETS COLLIDING WITH EARTH. SO WE WANT TO  
4 CONGRATULATE JPL, THE TEAMS OF SCIENTISTS AND ENGINEERS  
5 RESPONSIBLE FOR THE DEEP IMPACT MISSION FOR THEIR INVALUABLE  
6 WORK EXPLORING THE MYSTERIES OF SPACE AND ENCOURAGE OUR YOUNG  
7 PEOPLE WHO ARE LISTENING TO STUDY THEIR MATH AND TO STUDY  
8 THEIR ACADEMICS AND MAJOR IN HARD SUBJECTS IN HIGH SCHOOL AND  
9 SUBJECTS IN COLLEGE SO YOU CAN BE THE REPLACEMENTS OF THESE  
10 GREAT ENGINEERS AND SCIENTISTS THAT WE'RE GOING TO HONOR  
11 TODAY. SO, FIRST, WE HAVE THE PROJECT MANAGER, RICK GRAMIER.  
12 CONGRATULATIONS. [ APPLAUSE ]

13

14 **SUP. ANTONOVICH:** WE HAVE RAYMOND FAWN HOLTZ, WHO IS THE  
15 NAVIGATION TEAM CHIEF. [ APPLAUSE ]

16

17 **SUP. ANTONOVICH:** MICHAEL HUGHES, ATTITUDE CONTROL SYSTEMS  
18 LEAD. [ APPLAUSE ]

19

20 **SUP. ANTONOVICH:** LETICIA MONITEZ, TEST BED LEAD. [ APPLAUSE ]

21

22 **SUP. ANTONOVICH:** KEYOR PATEL, DEPUTY PROJECT MANAGER. [  
23 APPLAUSE ]

24



**The Meeting Transcript of  
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1   **SUP. ANTONOVICH:** JENNIFER ROCCA, WHO IS THE LAUNCH ENCOUNTER  
2   APPROACH ACTIVITY LEAD. [ APPLAUSE ]

3

4   **SUP. ANTONOVICH:** FELICIA SAUNDERS, WHO'S GROUND SYSTEMS  
5   ENGINEER. [ APPLAUSE ]

6

7   **SUP. ANTONOVICH:** STEVE WESLER, ENCOUNTER FLY-BY ACTIVITY LEAD.  
8   [ APPLAUSE ]

9

10   **SUP. ANTONOVICH:** SAY A FEW WORDS. TELL US ABOUT HOW IT  
11   HAPPENED.

12

13   **SPEAKER:** WELL, THANK YOU VERY MUCH FOR THIS HONOR. IT WAS  
14   QUITE AN EXCITING TIME FOR THIS TEAM. WE PUT A LOT OF TIME AND  
15   EFFORT IN THIS AND, STILL, GOING TO THE UNKNOWN, YOU'RE NEVER  
16   QUITE SURE HOW THINGS ARE GOING TO TURN OUT BUT, IN THIS  
17   INSTANCE, WE HAD DONE EVERYTHING WE COULD TO MAKE THIS AS  
18   SUCCESSFUL AS POSSIBLE AND WE'RE HAPPY TO SAY THAT IT WORKED  
19   JUST LIKE CLOCKWORK AND WE'VE RETURNED SUCH RICH SCIENCE THAT  
20   THE SCIENTISTS ARE GOING TO BE STUDYING IT FOR YEARS TO COME  
21   AND REALLY REVEALING THE SECRETS OF WHAT COMETS ARE ACTUALLY  
22   MADE OF AND HOW THEY ACTUALLY OPERATE. SO IT'S A GREAT HONOR  
23   FOR YOU TO PRESENT THIS TO US, SUPERVISOR, AND, AS A TOKEN OF  
24   THAT, WE'D LIKE TO PRESENT YOU WITH A-- THIS IS A PICTURE OF  
25   THE ACTUAL COMET ITSELF AFTER THE IMPACT OF THE IMPACTER SPACE



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1 CRAFT AND THIS WAS TAKEN BY THE FLY-BY SPACE CRAFT, ITS SISTER  
2 SHIP, SO TO SPEAK, AFTER THE ACTUAL IMPACT. SO THAT'S FOR IN  
3 THE LAB AND...

4

5 **SUP. ANTONOVICH:** THANK YOU. THAT'S VERY KIND. [ APPLAUSE ]

6

7 **SPEAKER:** ...AND WE APPRECIATE YOU VERY MUCH.

8

9 **SPEAKER:** THANK YOU VERY MUCH FOR THE RECOGNITION. THE TEAM  
10 REALLY APPRECIATES IT.

11

12 **SUP. ANTONOVICH:** NOW WE HAVE LITTLE TOOTSIE WHO IS A 12-WEEK-  
13 OLD FEMALE SPANIEL MIX WHO IS LOOKING FOR A HOME. TOOTSIE  
14 COMES IN LIVING COLOR. OKAY? SEE EVERYBODY OUT THERE, TOOTSIE?  
15 SOMEBODY'D LIKE TO ADOPT TOOTSIE, YOU CAN CALL THE TELEPHONE  
16 NUMBER AT THE BOTTOM OF YOUR TELEVISION SCREEN, (562) 728-4644  
17 OR ANYBODY IN THE AUDIENCE WHO WOULD LIKE LITTLE TOOTSIE FOR  
18 HALLOWEEN, NEW YEAR'S, THANKSGIVING, HANUKKAH, CHRISTMAS. SEE  
19 EVERYBODY OUT THERE? MMM? SEE EVERYBODY OUT THERE? HOW ABOUT  
20 YOU, DON?

21

22 **SUP. KNABE:** NO THANKS.

23

24 **SUP. ANTONOVICH:** OKAY.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** ALL RIGHT. SUPERVISOR BURKE, DO YOU HAVE  
2   PRESENTATIONS? ALL RIGHT. VERY GOOD. ALL RIGHT. WHAT WE'RE  
3   GOING TO DO, WE HAVE A COUPLE OF ADJOURNMENTS THAT WE WOULD  
4   LIKE TO HANDLE UP FRONT. LET ME BEGIN WITH MS. BURKE.

5

6   **SUP. BURKE:** I MOVE THAT, WHEN WE ADJOURN TODAY, WE ADJOURN IN  
7   MEMORY OF ROSA PARKS, THE ALABAMA SEAMSTRESS WHOSE SIMPLE ACT  
8   OF DEFIANCE ON A SEGREGATED MONTGOMERY BUS IN 1955 STIRRED THE  
9   NON-VIOLENT PROTEST OF THE MODERN CIVIL RIGHTS MOVEMENT AND  
10   CATAPULTED AN UNKNOWN MINISTER, MARTIN LUTHER KING, JR., TO  
11   INTERNATIONAL PROMINENCE. SHE PASSED AWAY ON MONDAY OF NATURAL  
12   CAUSES AT HER HOME IN DETROIT. SHE WAS 92. SHE WAS OFTEN  
13   CALLED THE MOTHER OF THE MOVEMENT THAT LED TO THE DISMANTLING  
14   OF INSTITUTIONALIZED SEGREGATION IN THE SOUTH. SHE BECAME A  
15   SYMBOL OF HUMAN DIGNITY WHEN SHE WAS JAILED FOR REFUSING TO  
16   RELINQUISH HER BUS SEAT TO A WHITE MAN WHEN SHE RODE HOME FROM  
17   WORK ON THE EVENING OF DECEMBER 1ST, 1955. HER ARREST FOR  
18   VIOLATING ALABAMA'S BUS SEGREGATION LAWS GALVANIZED MONTGOMERY  
19   BLACKS WHO BOYCOTT THE CITY'S BUSES FOR 381 DAYS UNTIL A U.S.  
20   SUPREME COURT DECLARED THE LAW UNCONSTITUTIONAL. A CANDLELIGHT  
21   VIGIL IN HER HONOR WILL BE HELD AT 6:30 TONIGHT AT LAMARQUE  
22   PARK IN LOS ANGELES. RAYMOND PARKS DIED IN 1977, HER HUSBAND.  
23   THEY HAD NO CHILDREN BUT ARE SURVIVED BY 13 NIECES AND  
24   NEPHEWS. SHE REALLY MADE LOS ANGELES HER WINTER HOME FOR THE  
25   LAST 15 YEARS AND SHE WAS VERY ACTIVE. IN FACT, WE HAVE THE



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1 NEONATAL AT MARTIN LUTHER KING HOSPITAL NAMED IN HER HONOR.  
2 I'D LIKE TO ALSO MOVE THAT WE ADJOURN IN MEMORY OF MARIA  
3 HERRERA, WHO PASSED AWAY OCTOBER 23RD AT THE AGE OF 89. SHE  
4 WAS GRANDMOTHER OF YOLANDA ARENAS AND YOLANDA IS JAIME ARENAS'  
5 WIFE WITH ISD PARKING SERVICES. SHE WAS A 30-YEAR RESIDENT OF  
6 THE CITY OF COMMERCE. SHE ALSO LEAVES TO CHERISH HER MEMORY  
7 HER THREE CHILDREN, MARTHA ALVAREZ, RAMON RIGOBERTO AND RUDY  
8 HERRERA, 13 GRANDCHILDREN, 13 GREAT-GRANDCHILDREN AND TWO  
9 GREAT, GREAT-GRANDCHILDREN.

10

11 **SUP. KNABE:** I'D LIKE TO JOIN IN THAT.

12

13 **SUP. BURKE:** AND REVEREND STORME EVANS, WHO PASSED AWAY ON  
14 OCTOBER 19TH AT THE AGE OF 19 AFTER LOSING HIS BATTLE WITH  
15 CANCER. HE WAS BORN AND RAISED IN LOS ANGELES. HE WAS A  
16 DYNAMIC YOUNG MAN AND HAD BEEN PREACHING THE WORD OF GOD FROM  
17 A VERY YOUNG AGE, TOUCHING MANY LIVES, YOUNG AND OLD. HE  
18 LEAVES TO CHERISH HIS MEMORY HIS MOTHER, SISTER PATRICIA  
19 EVANS. AND FINALLY-- NO, I HAVE THREE MORE. ELSIE BUZIL. SHE  
20 PASSED AWAY RECENTLY AND LEAVES TO CHERISH HER MEMORY A SON,  
21 BRUCE BUZIL, AND DAUGHTER, RONA BOLK. AND YVONNE MARIE  
22 JOHNSON, LONG-TIME RESIDENT OF THE SECOND DISTRICT WHO PASSED  
23 AWAY ON OCTOBER 12TH, 2005. SHE'S SURVIVED BY HER SON, SVEN  
24 JOHNSON AND SIMEON GROSSLEY. ALSO HER PARENTS, GRANDMOTHER,  
25 GRANDCHILD, SIBLING, NIECE, NEPHEWS, COUSINS, AND A HOST OF





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1 FAMILY AND FRIENDS. HER OLDEST SON PRECEDED HER IN DEATH. AND  
2 SHIRLEY HORN, JAZZ SINGER AND PIANIST WHO PASSED AWAY OCTOBER  
3 21ST AT THE AGE OF 71 AFTER LOSING HER BATTLE WITH BREAST  
4 CANCER AND DIABETES. SHE IS SURVIVED BY HER HUSBAND, SHEPPARD  
5 DEERING, AND HER DAUGHTER, RAINY SMITH, AND SEVERAL  
6 GRANDCHILDREN. THANK YOU FOR LETTING ME TAKE THEM OUT OF  
7 ORDER. I MAY HAVE TO LEAVE. I HAVE A PERSONAL EMERGENCY.

8

9 **SUP. MOLINA, CHAIR:** VERY GOOD. THANK YOU, MS. BURKE. YES.  
10 WE'RE GOING TO ASK FOR ALL MEMBERS TO JOIN ON ROSA PARKS, AND  
11 I'M ASKING TODAY THAT WE LOWER OUR COUNTY FLAGS IN MEMORY OF  
12 OUR TWO AMERICAN LEGENDS, ROSA PARKS AND FORMER CONGRESSMAN,  
13 EDWARD R. ROYBAL. I JUST HEARD THIS MORNING FROM LUCILLE THAT  
14 HE PASSED AWAY YESTERDAY. SO I'M GOING TO ASK THAT WE ADJOURN  
15 IN HIS MEMORY, A LEGENDARY FORMER CONGRESSMAN EDWARD R.  
16 ROYBAL. HE PASSED AWAY AT THE AGE OF 89. THE CONGRESSMAN'S  
17 FAMILY MOVED FROM ALBUQUERQUE, NEW MEXICO, TO BOYLE HEIGHTS IN  
18 THE EARLY 1920S. HE GRADUATED FROM ROOSEVELT HIGH SCHOOL AND  
19 JOINED THE CIVILIAN CONSERVATION CORPS IN 1934. HE CONTINUED  
20 HIS EDUCATION AT THE UNIVERSITY OF CALIFORNIA IN LOS ANGELES  
21 WHERE HE STUDIED BUSINESS ADMINISTRATION AND THEN STUDIED LAW  
22 AT SOUTHWESTERN UNIVERSITY. AFTER SERVING IN THE UNITED STATES  
23 ARMY, HE BECAME THE DIRECTOR OF OUR HEALTH EDUCATION FOR LOS  
24 ANGELES COUNTY TUBERCULOSIS AND HEALTH ASSOCIATION. A LOT OF  
25 PEOPLE REMEMBER HIM AS HE DROVE AROUND ALL THROUGHOUT THE EAST



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1 SIDE AND THROUGHOUT THE COUNTY IN HIS VAN, PROVIDING  
2 HEALTHCARE INFORMATION. IN 1947, MR. ROYBAL WAS DEFEATED IN  
3 HIS FIRST BID FOR THE SEAT AS A LOS ANGELES CITY COUNCIL.  
4 AFTER THIS SETBACK, HE AND A GROUP OF SUPPORTERS CREATED THE  
5 COMMUNITY SERVICE ORGANIZATION. AS C.S.O. PRESIDENT, EDWARD  
6 ROYBAL LED THE CRUSADE AGAINST DISCRIMINATION IN HOUSING,  
7 UNEMPLOYMENT AND EDUCATION. AND THE C.S.O. HELD VOTER  
8 REGISTRATION DRIVES THROUGHOUT EAST SIDE. EDWARD ROYBAL ONCE  
9 AGAIN BECAME A CANDIDATE FOR THE LOS ANGELES CITY COUNCIL AND  
10 THIS TIME HE WAS ELECTED. IN 1962, ED ROYBAL WAS ELECTED TO  
11 THE UNITED STATES HOUSE OF REPRESENTATIVES, BECOMING THE FIRST  
12 LATINO FROM CALIFORNIA TO SERVE IN THE CONGRESS SINCE THE  
13 1800S. THROUGHOUT HIS TENURE IN CONGRESS, HE REMAINED  
14 COMMITTED TO THE LATINOS, TO THE ELDERLY, THE POOR, AND THE  
15 PHYSICALLY CHALLENGED AND HE WORKED DILIGENTLY TO PROTECT THE  
16 RIGHTS OF ALL MINORITIES. DURING HIS THREE DECADES OF SERVICE,  
17 HE SERVED IN NUMEROUS LEADERSHIP POSITIONS, INCLUDING THE  
18 SELECT COMMITTEE ON AGING, WHICH LED TO HIS TRAILBLAZING WORK  
19 ON BEHALF OF THE ELDERLY. CONGRESSMAN ROYBAL'S LEGACY, AS WE  
20 ALL KNOW, IS GOING TO LIVE FOREVER. IN 1976, THE COUNTY OF LOS  
21 ANGELES OPENED THE EDWARD R. ROYBAL CLINIC IN EAST L.A., AS WE  
22 KNOW AND, OF COURSE, THE ROYBAL FEDERAL BUILDING IS A SYMBOL  
23 TO THE LEGENDARY MAN'S COMMITMENT TO PUBLIC SERVICES. I WAS  
24 WITH HIM ON SUNDAY NIGHT, I WAS SORT OF TOLD THAT HE WAS GOING  
25 TO BE RELEASED THE NEXT DAY. HE AND I SPENT A LITTLE BIT OF



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1 TIME TOGETHER. WE WATCHED "60 MINUTES" TOGETHER. I'M VERY  
2 TOUCHED BY THE LEADERSHIP OF THIS MAN. HE WAS A UNBELIEVABLY  
3 LEGENDARY TRAILBLAZER FOR ALL OF US, INSPIRED MANY OF US TO DO  
4 UNBELIEVABLE THINGS ON BEHALF OF THE CONSTITUENTS WE MUTUALLY  
5 SERVE. I SO RESPECT HIM AND I'M VERY SORRY TO SEE HIM LEAVE  
6 US. WE WANT TO EXTEND OUR DEEPEST CONDOLENCES TO THE  
7 CONGRESSMAN'S FAMILY, HIS WIFE, LUCILLE BESERRA-ROYBAL, HIS  
8 CHILDREN, OF COURSE, CONGRESSWOMAN LUCILLE ROYBAL-ALLARD, HIS  
9 SON, EDWARD ROYBAL, JR. AND HIS DAUGHTER, LILLIAN ROYBAL-ROSE.  
10 SO WE ARE ASKING THAT WE ADJOURN IN THEIR MEMORY AND IF I  
11 COULD ASK ALL MEMBERS TO JOIN WITH ME AND WE'RE GOING TO ASK  
12 THAT OUR COUNTY FLAGS BE LOWERED IN THE MEMORY OF OUR TWO VERY  
13 IMPORTANT AMERICAN LEGENDS. SUPERVISOR KNABE?

14

15 **SUP. KNABE:** YES. THANK YOU, MADAM CHAIR. I'D BE HONORED TO  
16 JOIN IN THAT. THE CONGRESSMAN WAS A GREAT INDIVIDUAL. I ALSO  
17 HAVE AN ADJOURNMENT THIS MORNING THAT WE WANTED TO TAKE OUT OF  
18 ORDER AS WELL, THAT WE ADJOURN IN MEMORY OF JOE SCISM, ONE OF  
19 OUR DEPUTIES, ONE OF MY DEPUTIES, A PERSONAL FRIEND AND  
20 CONFIDANTE. HE WAS A VERY DEPENDABLE AND LOYAL STAFF MEMBER  
21 AND HE WORKED FOR THE FOURTH DISTRICT SINCE 1997. PRIOR TO  
22 THAT, JOE RETIRED FROM THE HARBOR DIVISION OF THE L.A.P.D.  
23 AFTER 27 YEARS OF DEDICATED SERVICE TO THEIR DEPARTMENT. AND,  
24 AS YOU KNOW, IN THIS LINE OF BUSINESS, I SPEND A LOT OF TIME  
25 WITH JOE AND WE WORKED VERY, VERY CLOSELY TOGETHER. AND HE IS



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1 SURVIVED BY HIS WIFE, SHARON, TWO SONS, A DAUGHTER, A  
2 STEPDAUGHTER AND A GRANDCHILD WHO'S GOING TO MISS GRANDPA  
3 TYLER. SO HE'S GOING TO BE MISSED BY ALL OF US HERE IN THE  
4 FOURTH DISTRICT AND OUR THOUGHTS AND PRAYERS CONTINUE TO BE  
5 WITH HIM AND HIS FAMILY. THANK YOU.

6

7 **SUP. MOLINA, CHAIR:** WE'D ALL LIKE TO JOIN WITH YOU IN THAT.

8

9 **SUP. ANTONOVICH:** A GOOD MAN, A GOOD FRIEND TO ALL OF US.

10

11 **SUP. MOLINA, CHAIR:** ALL RIGHT. VERY GOOD. ALL RIGHT. WE'RE  
12 GOING...

13

14 **SUP. ANTONOVICH:** OTHER ADJOURNMENTS?

15

16 **SUP. MOLINA, CHAIR:** DO YOU WANT TO DO YOUR ADJOURNMENTS NOW?

17

18 **SUP. ANTONOVICH:** ALSO, ROSA PARKS, JOINING ON THAT. WE HAD THE  
19 OPPORTUNITY TO MEET, AT TIMES, AT SOME OF HER PUBLIC  
20 APPEARANCES AT THE VARIOUS COMMUNITY EVENTS AND SHE WAS A REAL  
21 ROLE MODEL AND LEAVES A WONDERFUL LEGACY FOR YOUNG PEOPLE TO  
22 EMULATE. CONGRESSMAN ROYBAL WAS A INTEGRAL PART OF CALIFORNIA  
23 STATE UNIVERSITY AT LOS ANGELES AND HIS DAUGHTER, LUCILLE, AND  
24 I WERE CLASSMATES IN COLLEGE AS WELL. SO HE DEDICATED HIS LIFE  
25 TO OUR COUNTY. HE WAS A VERY CLOSE FRIEND TO-- EXTREMELY CLOSE



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1 TO CARLOS MOORHEAD, A CONGRESSMAN, WHO-- THEY BOTH SERVED IN  
2 GOVERNMENT FOR A NUMBER OF YEARS AND RETIRED ABOUT THE SAME  
3 TIME AND REMAINED CLOSE FRIENDS. AND ANOTHER CONGRESSMAN WHO  
4 PASSED AWAY ALSO IS ROBERT BATHAM, WHO PASSED AWAY THIS WEEK  
5 AS WELL. I KNOW SUPERVISOR BURKE AND I SERVED WITH BOB IN THE  
6 STATE LEGISLATURE AND THEN HE WENT TO CONGRESS AND SERVED FOR  
7 A NUMBER OF YEARS. AND WHAT'S IRONIC IS THAT, TWO WEEKS AGO,  
8 WE ADJOURNED IN MEMORY OF HIS FATHER-IN-LAW AND HE WROTE ME A  
9 LETTER ON BEHALF OF THE FAMILY FOR TAKING TIME TO RECOGNIZE  
10 THAT. AND THEN, TWO DAYS LATER, HE PASSES AWAY UNEXPECTEDLY.  
11 BUT TWO OF THE LEGISLATIVE PROPOSALS THAT BOB WAS INVOLVED  
12 WITH DEALT WITH THE LEGALIZING OF THE KIWI FRUIT BECAUSE THEY  
13 HAD TO HAVE STATE AUTHORIZATION IN ORDER TO SELL KIWIS AND, AT  
14 THE TIME WHEN THAT WAS INTRODUCED, KIWIS HAD NOT BEEN SOLD TO  
15 THE AMERICAN MARKET AND AGRICULTURE. AND ANOTHER LITTLE TIDBIT  
16 WAS THE REFLECTOR STRIPES THAT YOU HAVE ON YOUR JOGGING SHOES  
17 OR YOUR JOGGING CLOTHES THAT REFLECT AT NIGHT, THAT HAD TO  
18 HAVE SPECIAL STATE AUTHORIZATION AND THAT WAS ONE OF HIS OTHER  
19 BILLS, AMONG OTHERS, THAT HE WAS INVOLVED WITH. BUT HE WAS A  
20 VERY ACTIVE LEGISLATOR AND WE GIVE OUR BEST TO HIS WIFE,  
21 ANNIE. DR. JOHNSON, WHO WAS ON THE STAFF AT GLENDALE ADVENTIS  
22 MEDICAL CENTER AND HAD A PRIVATE PRACTICE FOR 40 YEARS PASSED  
23 AWAY...  
24



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1   **SUP. KNABE:** WE'RE GOING TO DO ALL MEMBERS ON BATHAM, RIGHT?  
2   CONGRESSMAN BATHAM?

3

4   **SUP. ANTONOVICH:** AND THEN GORDON LEE, HE PLAYED PORKY IN THE  
5   "OUR GANG" COMEDY. AND, AS I SAID BEFORE, DEBBIE MENDLESON'S  
6   FATHER, MEL JASPER, WAS MY DEPUTY. HIS FATHER WAS THE LITTLE  
7   BABY IN THE "OUR GANG" COMEDY CARTOON. DR. JOHN MCNICHOLAS,  
8   PHYSICIAN WHO DELIVERED BABIES AND CARED FOR HALF A CENTURY IN  
9   THE COUNTY OF LOS ANGELES. HE WAS 89. HE OBTAINED HIS DEGREES  
10   FROM THE UNIVERSITY OF MICHIGAN, COMMISSIONED IN THE UNITED  
11   STATES ARMY AND MOVED TO-- WAS A MEMBER OF THE L.A. COUNTY  
12   MEDICAL ASSOCIATION, L.A. OB/GYN SOCIETY AND LONG-TIME STAFF  
13   MEMBER OF THE GLENDALE MEMORIAL HOSPITAL AND A CLINICAL  
14   PROFESSOR AT THE UNIVERSITY OF SOUTHERN CALIFORNIA SCHOOL OF  
15   MEDICINE AND ENJOYED TEACHING SURGERY AND DIAGNOSTICS TO  
16   RESIDENTS AT L.A. COUNTY'S U.S.C. MEDICAL CENTER. ROBERT LEROY  
17   PORTER, A SURVEYOR AND ACTIVE COMMUNITY RESIDENT OF THE SANTA  
18   CLARITA VALLEY. JOSEPH MANUEL PUIG, WHO IS A GRADUATE FROM  
19   LOYOLA HIGH, U.C.L.A., STANFORD, AND TAUGHT SPANISH AT L.A.  
20   VALLEY COLLEGE. HE PASSED AWAY AT THE AGE OF 84. FRANKLYN  
21   ROBERTS, HE WAS THE-- REALLY, THE TOWN FATHER OF MONTROSE. HE  
22   AND THE FORMER EDITOR OF THE PAPER, PUBLISHER, DON CARPENTER,  
23   ESTABLISHED THE VETERANS MEMORIAL IN MONTROSE. THE FAMOUS  
24   MONTROSE CHRISTMAS PARADE WAS FRANK'S CREATION AND HE WAS  
25   QUITE ACTIVE AS THE PRESIDENT IN MONTROSE SHOPPING CENTER. AND





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1 A VERY GOOD FRIEND, ANOTHER VERY GOOD FRIEND, DON WATT PASSED  
2 AWAY AT THE AGE OF 94. HE SERVED AS VICE CHAIRMAN OF THE WATT  
3 INDUSTRIES AND WAS QUITE ACTIVE IN THE COUNTY. HE WAS THE  
4 DIRECTOR OF THE LOCAL BOYS AND GIRLS CLUB AND A SHRINER AND  
5 THE WISE FOUNDATION, AMONG OTHERS. HE PASSED AWAY AT THE AGE  
6 OF 94, STILL ACTIVE AND GOING STRONG AND WE GIVE OUR  
7 CONDOLENCES TO HIS BROTHER, RAY.

8

9 **SUP. KNABE:** YEAH, I WANT TO JOIN IN THAT AS WELL.

10

11 **SUP. ANTONOVICH:** I'D LIKE TO JOIN ON THAT, ALSO.

12

13 **SUP. YAROSLAVSKY:** ...AND HIS WIFE, FLORENCE. AND BERNIE ZUBER,  
14 A GREAT MUSICIAN, WHO PASSED AWAY. SO SECONDED BY KNABE.  
15 WITHOUT OBJECTION, SO ORDERED.

16

17 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO ORDERED ON THOSE  
18 ADJOURNMENTS. SUPERVISOR YAROSLAVSKY, YOUR SPECIALS.

19

20 **SUP. YAROSLAVSKY:** YES. MADAM CHAIR, I JUST ADD MY CONDOLENCES  
21 TO-- ON ED ROYBAL. HE WAS MY FIRST COUNCILMAN WHEN I WAS  
22 GROWING UP IN BOYLE HEIGHTS AND THE FIRST CAMPAIGN I TOOK NOTE  
23 OF, I THINK HE HAD A SLOGAN, "GO, GO ROYBAL," AND A CAR CAME  
24 DOWN OUR STREET, ON BREEN STREET, WHEN HE WAS RUNNING FOR  
25 REELECTION. THAT WAS MY FIRST EXPOSURE TO GRASSROOTS POLITICS



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1 BUT HE WAS A CLASS ACT, A GREAT FRIEND TO THE CITY AND COUNTY  
2 OF LOS ANGELES AND THE APPROPRIATIONS COMMITTEE AND TO  
3 CALIFORNIA AND A GREAT AMERICAN AND HIS DAUGHTER IS FOLLOWING  
4 IN HIS FOOTSTEPS AS A CONGRESSWOMAN IN THE SAME SPIRIT, SO.  
5 AND ALSO, ON ROSA PARKS, MADAM CHAIR, I HAD THE PRIVILEGE OF  
6 MEETING HER AT LEAST ON TWO OCCASIONS THAT I REMEMBER VERY  
7 WELL AND NOTHING NEEDS TO-- NOTHING I COULD SAY WOULD ADD TO  
8 WHAT'S ALREADY BEEN SAID. SHE IS A GREAT HISTORICAL FIGURE,  
9 THROUGH A SIMPLE ACT OF DEFIANCE CHANGED HISTORY IN THIS  
10 COUNTRY FOR THE GOOD. MADAM CHAIR, I'D LIKE TO ASK, IF YOU  
11 DON'T MIND, BECAUSE MS. BURKE HAS A PERSONAL EMERGENCY THAT  
12 SHE HAS TO ATTEND TO AND, BEFORE SHE LEAVES, IF WE COULD TAKE  
13 UP ITEM 6.

14

15 **SUP. MOLINA, CHAIR:** VERY GOOD. ITEM 6 IS BEFORE US.

16

17 **SUP. YAROSLAVSKY:** I UNDERSTAND WE HAVE A SMALL NUMBER OF  
18 PEOPLE WHO WANT TO BE HEARD ON THIS.

19

20 **SUP. MOLINA, CHAIR:** IF WE COULD ASK MARY JANE WAGLE TO JOIN  
21 US, PLEASE. BETHANY LEAL, MISS B. J. KIRWAN, PLEASE, AND DR.  
22 CURREN WARF. WE'LL GET YOU AN EXTRA CHAIR THERE IN A MINUTE.  
23 PLEASE. IF YOU WOULD START.

24



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1   **MARY-JANE WAGLE:** MY NAME IS MARY JANE WAGLE. I'M THE PRESIDENT  
2   AND C.E.O. AT PLANNED PARENTHOOD, LOS ANGELES, AND I AM VERY  
3   HONORED TO BE SPEAKING BEFORE YOU IN SUPPORT OF THE MOTION  
4   BROUGHT FORWARD BY SUPERVISOR YAROSLAVSKY TO OPPOSE  
5   PROPOSITION 73 THAT WILL BE ON THE BALLOT HERE IN NOVEMBER. I  
6   AM THE MOTHER OF THREE DAUGHTERS AND I DID MY VERY BEST TO  
7   CONVEY TO MY DAUGHTERS MY BELIEF THAT THEY COULD-- THAT THEY  
8   WERE STRONG YOUNG WOMEN, MY HOPES FOR THEIR ACHIEVEMENTS AND  
9   MY OPENNESS TO THEIR COMING TO TALK TO ME ABOUT ANYTHING THAT  
10   HAPPENED TO THEM, AND I WOULD HOPE THAT, IF THEY WERE TO NEED  
11   TO HAVE AN ABORTION BECAUSE THEY HAD AN UNPLANNED PREGNANCY,  
12   THAT THEY WOULD COME AND TALK TO ME BECAUSE I WOULD WANT TO BE  
13   THERE FOR THEM TO HELP THEM THROUGH A SITUATION LIKE THAT.  
14   BUT, MORE IMPORTANT TO ME THAN THAT IS THE FACT, IS THAT THEY  
15   SHOULD BE ABLE TO GET SAFE CARE. THIS PROPOSITION WOULD PUT A  
16   BARRIER IN THE WAY OF TEENS SEEKING SAFE ABORTION CARE. IN  
17   OTHER STATES WHERE PROP-- WHERE LAWS MANDATING PARENTAL  
18   INVOLVEMENT, WHETHER NOTIFICATION OR CONSENT HAVE BEEN PASSED,  
19   THERE HAS BEEN NO MATERIAL INCREASE IN THE NUMBER OF TEENS  
20   THAT SPEAK TO THEIR PARENTS. WHAT HAS HAPPENED IS THAT TEENS  
21   HAVE BEEN FORCED TO GO-- HAVE MADE THE DECISION, RATHER THAN  
22   RISKING TELLING THEIR PARENTS, THEY HAVE MADE THE DECISION TO  
23   GO OUT OF STATE TO SEEK UNLICENSED CARE THAT IS NOT SAFE FOR  
24   THEM OR EVEN TO SELF-ABORT. FOR MY DAUGHTERS, I WOULD NOT WANT  
25   STATE OF CALIFORNIA TO PUT A BARRIER IN THE WAY OF THEIR



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1 GETTING THAT KIND OF SAFE CARE. PLANNED PARENTHOOD WORKS VERY  
2 HARD TO TRY TO HELP PARENTS LEARN HOW TO TALK TO THEIR KIDS  
3 ABOUT THEIR VALUES AROUND RELATIONSHIPS, THEIR VALUES AROUND  
4 SEX, ABOUT THEIR-- ABOUT HOW TO BE SAFE. AND PLANNED  
5 PARENTHOOD ALSO, WHEN TEENS COMES TO OUR CLINICS, WE URGE THEM  
6 TO INVOLVE THEIR PARENTS IN THEIR DECISIONS BUT WE CAN'T KNOW  
7 WHAT THE FAMILY SITUATION OF EACH TEEN IS AND WE FEEL VERY  
8 STRONGLY THAT THIS PROPOSITION WOULD PUT TEENS IN DANGER,  
9 RATHER THAN HELPING THEM, AND THAT WE, AS CALIFORNIA, OWE IT  
10 TO OUR TEENS TO MAKE SURE THAT THEIR LIVES ARE SAFE AND THAT  
11 THEY'RE ABLE TO MAKE THE DECISIONS THAT WILL HELP THEM-- HELP  
12 THEIR LIVES AND THEIR FUTURE. SO I APPLAUD THE BOARD OF  
13 SUPERVISORS FOR PROPOSING TO TAKE A POSITION AGAINST THIS  
14 DANGEROUS INITIATIVE AND THANK YOU ON BEHALF OF PLANNED  
15 PARENTHOOD.

16

17 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, MS. WAGLE. MISS LEAL.

18

19 **BETHANY LEAL:** HELLO. MY NAME IS BETHANY LEAL AND I'M THE  
20 DIRECTOR OF THE REPRODUCTIVE RIGHTS COALITION OF LOS ANGELES.  
21 I'M HERE TODAY TO TALK ABOUT THE DISPROPORTIONATE IMPACT THAT  
22 PROP 73 WOULD HAVE ON TEENS OF COLOR. TEENS OF COLOR ARE MORE  
23 LIKELY TO LIVE IN POVERTY, ARE MORE LIKELY TO BECOME PREGNANT  
24 AND LESS LIKELY TO HAVE HEALTH INSURANCE THAN THEIR WHITE  
25 COUNTERPARTS. THEREFORE, PROP 73 WOULD HAVE A DISPROPORTIONATE



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1 EFFECT ON THEM. WHILE TEEN PREGNANCY, BY ITSELF, DOES NOT  
2 CAUSE POVERTY, IF A TEEN IS ALREADY IN POVERTY AND SHE HAS AN  
3 UNWANTED PREGNANCY, THE ODDS OF HER STAYING IN POVERTY ARE  
4 MUCH HIGHER. ALSO, BECAUSE TEENS OF COLOR HAVE LESS ACCESS TO  
5 COMPREHENSIVE HEALTHCARE, MANY TIMES, THEY GET THEIR  
6 REPRODUCTIVE HEALTH SERVICES THROUGH TITLE 10 CLINICS. WE  
7 KNOW, FROM DOING FOCUS GROUPS, THAT TEENS PRIORITIZE  
8 CONFIDENTIALITY ABOVE ALL IN THEIR REPRODUCTIVE HEALTHCARE  
9 SERVICES. IF THEY'RE NOT ABLE TO MAINTAIN CONFIDENTIALITY,  
10 THEY WON'T GO TO THE CLINICS. THIS IS PARTICULARLY DANGEROUS  
11 FOR TEENS OF COLOR. THEY HAVE HIGHER RATES OF S.T.D.S,  
12 H.I.V./A.I.D.S. AND OTHER SEXUALLY TRANSMITTED DISEASES.  
13 LASTLY, LACK OF CULTURAL COMPETENCY AND DISTRUST OF THE  
14 JUDICIAL SYSTEM IS HIGHER AMONGST TEENS OF COLOR. 70% OF THE  
15 DOCTORS IN CALIFORNIA ARE WHITE. THIS CREATES CULTURAL AND  
16 LINGUISTIC COMPETENCY ISSUES AND ADDS A LAYER OF DISTRUST THAT  
17 ALREADY EXISTS. TEENS OF COLOR, IN GENERAL, DON'T HAVE  
18 POSITIVE EXPERIENCES WITH A JUDICIAL SYSTEM. THEREFORE, THE  
19 JUDICIAL BYPASS COULD BE PARTICULARLY DAUNTING FOR TEENS--  
20 UNDOCUMENTED TEENS AND TEENS WHO HAVE FAMILY MEMBERS IN THE  
21 JUDICIAL SYSTEM. SO THE REPRODUCTIVE RIGHTS COALITION OF LOS  
22 ANGELES ALSO ASKS THAT YOU SUPPORT THE RECOMMENDATION TO  
23 OPPOSE PROP 73. TEENS WHO ALREADY HAVE A LOT OF-- A LOT OF  
24 CHALLENGES TO OVERCOME AND DON'T COME FROM SUPPORTIVE  
25 FAMILIES, REGARDLESS OF THEIR ETHNICITY, DON'T NEED THIS



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1 PARTICULARLY DANGEROUS BARRIER TO ACCESSING REPRODUCTIVE  
2 HEALTH SERVICES, TO INCLUDE ABORTION. THANK YOU.

3

4 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. MISS KIRWAN.

5

6 **MS. B. J. KIRWAN:** GOOD MORNING. MY NAME IS B. J. KIRWAN. I AM  
7 A MOTHER OF THREE, I AM AN ATTORNEY AND I'M A REPUBLICAN, I  
8 WAS TOLD TO TELL YOU THAT. I HAVE TWO GIRLS, AGE 28 AND 20,  
9 AND, WHEN THEY WERE GROWING UP, I TALKED TO THEM ABOUT SEX AND  
10 WHAT IT DOES TO A GIRL'S FEELINGS AND PREGNANCY. IN FACT, I  
11 TALKED TO THEM ABOUT IT MORE THAN THEY WANTED TO HEAR ABOUT IT  
12 BUT-- AND I THINK I MADE AN IMPACT ON HOW THEY LIVED THEIR  
13 LIVES. I SURE HOPE SO. AND THEY DIDN'T GET PREGNANT WHEN THEY  
14 WERE TEENAGERS AND NOW THEY'RE BOTH BEYOND THAT BUT, IF THEY  
15 HAD, I SURE WOULD HAVE WANTED TO BE PART OF ANY DECISIONS THAT  
16 THEY MADE BECAUSE IT'S REALLY, REALLY IMPORTANT. BUT, AT THE  
17 SAME TIME, IF THEY HAD HAD A HARD TIME TALKING WITH ME, WHICH  
18 PROBABLY THEY WOULD HAVE BECAUSE I HAD PRETTY HIGH STANDARDS  
19 FOR MY KIDS AND I CAN FULLY EXPECT THEY WOULDN'T WANT TO  
20 DISAPPOINTMENT ME, I WOULD PREFER-- YOU KNOW, ON A BALANCING,  
21 I WOULD HAVE PREFERRED THAT THEY HAD SAFE CHOICES THAN  
22 COMMUNICATE WITH ME. I MEAN, FUNDAMENTALLY, I DON'T THINK THAT  
23 YOU CAN HAVE A LAW MANDATING HOW PARENTS COMMUNICATE WITH KIDS  
24 AND EFFECTIVELY COMMUNICATE WITH KIDS. I MEAN, IT'S INCREDIBLY  
25 IMPORTANT BUT IT JUST-- YOU CAN'T MANDATE IT AND WHAT I SEE IN





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1 THIS PROPOSAL IS ON OPPORTUNITY FOR GIRLS, FOR WHATEVER  
2 REASONS, TO GET-- GO OUT OF STATE, IF WE HAVE THIS  
3 NOTIFICATION PROVISION, OR TO GO TO SOMEONE WHO ISN'T LICENSED  
4 AND I THINK THAT'S VERY SCARY. AND SO I'D RATHER ERR ON THE  
5 SIDE OF ALLOWING PROCEDURES TO CONTINUE TO BE LEGAL AND  
6 AVAILABLE THAN HAVE THIS LAW. AND THERE ARE MANY FAMILIES  
7 WHERE NOTIFYING A PARENT IS SIMPLY NOT AN OPTION, WHERE  
8 PREGNANCY IS THE RESULT OF AN ILLEGAL OR AN IMMORAL ACT BY A  
9 STRANGER OR A MEMBER OF THE FAMILY. AND, IN MY OPINION, WHAT  
10 THIS PROPOSITION WOULD DO IS TAKE AWAY A GIRL'S OPTIONS OR  
11 MIGHT TAKE AWAY A GIRL'S OPTIONS, CERTAINLY IN THOSE  
12 CIRCUMSTANCES, TO MAKE HER OWN DECISIONS AND POSSIBLY HAVE A  
13 BABY WHEN SHE'S STILL A BABY HERSELF. FINALLY, AS I MENTIONED,  
14 I AM A LAWYER. THIS JUDICIAL BYPASS PROVISION, TO ME, IS JUST  
15 DOWNRIGHT UNREALISTIC AND VERGING ON SILLY. HAVING A GIRL WHO  
16 IS 16 OR 17 FIGURE OUT WHERE THE JUDICIAL-- WHERE THE JUVENILE  
17 COURT IS AND HOW TO GO THROUGH THE PROCEDURE TO FILL IN THE  
18 FORMS AND CONVINCE A JUDGE OF THESE VERY VAGUE STANDARDS THAT  
19 SHE IS SUFFICIENTLY MATURE TO MAKE THE DECISION JUST ISN'T  
20 REALISTIC. SO I JUST WANTED TO URGE YOU TO SUPPORT THE  
21 RECOMMENDATION TO OPPOSE PROPOSITION 73. THANK YOU.

22

23 **SUP. MOLINA, CHAIR:** THANK YOU. DR. WARF.

24



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1 **DR. CURREN WARF:** HI. GOOD MORNING. I'M A PEDIATRICIAN AND A  
2 SPECIALIST IN ADOLESCENT MEDICINE. I'M REPRESENTING THE  
3 AMERICAN ACADEMY OF PEDIATRICS AND THE SOCIETY FOR ADOLESCENT  
4 MEDICINE. IN ADDITION TO THOSE OTHER MEDICAL ORGANIZATIONS,  
5 LIKE THE CALIFORNIA MEDICAL ASSOCIATION, THE AMERICAN COLLEGE  
6 OF OBSTETRICS AND GYNECOLOGY, THE CALIFORNIA NURSES  
7 ASSOCIATION AND MANY OTHER ORGANIZATIONS HAVE COME OUT WITH  
8 FORMAL POSITIONS OPPOSING PROPOSITION 73. AND, YOU KNOW, I  
9 THINK IT'S SOMETIMES, WITH THINGS LIKE THIS, THE FIRST  
10 IMPRESSION CAN BE MISLEADING BECAUSE WE ALL WANT OUR YOUNG  
11 PEOPLE TO TALK WITH US ABOUT IMPORTANT DECISIONS IN THEIR  
12 LIVES AND CERTAINLY I DO AND, AS A PEDIATRICIAN, A GOOD PART  
13 OF MY JOB IS SPENT TRYING TO IMPROVE FAMILY COMMUNICATION,  
14 COMMUNICATION BETWEEN TEENS AND THEIR PARENTS. AND FOR  
15 FAMILIES WHERE KIDS HAVE OPEN AND HONEST COMMUNICATION AROUND  
16 ISSUES OF SEXUALITY AND ISSUES OF REPRODUCTIVE HEALTH AND  
17 CONTRACEPTION, I DON'T THINK PROPOSITION 73 IS GOING TO MAKE  
18 VERY MUCH DIFFERENCE, HONESTLY, BECAUSE THEY ALREADY TALK TO  
19 THEIR PARENTS. WE KNOW THAT, IN FACT, ABOUT 60% OF KIDS  
20 ALREADY DO THIS. WE HAVE ACTUALLY RESEARCH ON THIS. AND, FOR  
21 THE YOUNGER KIDS, OVER 90% ALREADY TALK TO A PARENT. AND OF  
22 THOSE KIDS WHO DON'T TALK TO A PARENT, ABOUT 90% OF THEM TALK  
23 TO SOMEBODY ELSE, USUALLY IN THE FAMILY, AN AUNT OR A  
24 GRANDMOTHER. SO THERE'S A CERTAIN MYTHOLOGY THAT HAS BEEN  
25 PRESENTED THAT THERE ARE THESE SECRET ABORTIONS TAKING PLACE.



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1 WHAT I'M CONCERNED ABOUT, REALLY, IS FOR THE KIDS WHO DON'T  
2 HAVE THAT KIND OF OPEN COMMUNICATION IN THEIR FAMILIES. AND,  
3 UNFORTUNATELY, WE ALSO KNOW, THROUGH OUR RESEARCH, THAT ABOUT  
4 30% OF THOSE KIDS WHO DON'T TALK TO A PARENT HAVE ALREADY  
5 EXPERIENCED FAMILY VIOLENCE AND THERE IS A VERY REAL RISK OF  
6 THESE KIDS BEING KICKED OUT OF THEIR HOME OR OTHERWISE ABUSED  
7 OR MISTREATED. SO, FOR THOSE KIDS IN PARTICULAR, IT'S  
8 IMPORTANT THAT THEY HAVE ACCESS TO FULL SCOPE CONTRACEPTIVE  
9 AND PREGNANCY CARE, INCLUDING ABORTION. SO I FIND IT KIND OF,  
10 YOU KNOW, JUST IMPOSSIBLE TO BELIEVE THAT I WOULD BE PUT IN A  
11 POSITION, AS A PHYSICIAN, OF NOTIFYING A PARENT, UNDER  
12 CIRCUMSTANCES LIKE THIS, AGAINST THE KID'S WILL. WHEN YOU TALK  
13 TO ADOLESCENTS, THE MOST IMPORTANT THING, SINGLE MOST  
14 IMPORTANT THING THEY WANT FROM A DOCTOR IS CONFIDENTIALITY.  
15 AND, WHEN WORD GETS OUT TO KIDS THAT, IF THEY TELL THEIR  
16 DOCTOR THAT THEY'RE PREGNANT AND THEY WANT AN ABORTION,  
17 THEY'RE GOING TO GO TALK TO THEIR PARENT, YOU KNOW, YOU DON'T  
18 HAVE TO BE A ROCKET SCIENTIST TO FIGURE OUT THAT KIDS ARE NOT  
19 GOING TO COME INTO CARE. WHAT THE IMPLICATIONS OF THIS IS THAT  
20 EARLY ABORTIONS THAT CAN BE DONE MEDICALLY AND NON-SURGICALLY  
21 WILL BECOME LATER ABORTIONS AND REQUIRE SURGERY, HIGHER RISK  
22 AND MORE EXPENSIVE AND ALSO ARE MORE EMOTIONALLY DIFFICULT.  
23 SO, AGAIN, I JUST WANT TO SAY THAT OUR FIRST OBLIGATION IS TO  
24 THE SAFETY OF OUR CHILDREN AND I WANT TO THANK MR. YAROSLAVSKY  
25 FOR PUTTING THIS POSITION FORWARD. THANK YOU.



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1

2 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. FINALLY, WE HAVE MR.  
3 RICHARD ROBINSON. MR. ROBINSON? IF JUST ONE OF YOU WOULD GIVE  
4 UP YOUR SEAT FOR HIM.

5

6 **SPEAKER:** CERTAINLY.

7

8 **RICHARD ROBINSON:** MADAM CHAIRWOMAN, MEMBERS, THROUGH YOUR  
9 CHAIR, IN THIS ONE INSTANCE, I AM IN DISAGREEMENT WITH MR.  
10 YAROSLAVSKY, HIS MOTION, BECAUSE I AM A STUDENT OF CHILD  
11 PSYCHOLOGY, A CHRISTIAN AND A BLACK. I SUPPORT PROPOSITION 73  
12 BECAUSE NOT SUPPORTING PROPOSITION 73'S PARENTAL RIGHTS ISSUE  
13 SENDS A DISTURBING MESSAGE VIS-A-VIS THE RIGHT TO LIFE. MA'AM,  
14 THE EMANCIPATED CHILDREN'S PREGNANCY IS BEING PLAYED WITH BY  
15 ATHEIST-- ATHEISTS ARE NONE OF THE BUSINESS OF THE STATE. THE  
16 STATE HAS NO BUSINESS MONKEYING AROUND WITH THE RIGHTS-- THE  
17 RIGHT OF PARENTS TO PROTECT THEIR CHILDREN, PARTICULARLY FROM  
18 INFANTICIDE. THE IRREPARABLE HARM DONE TO A CHILD WHO IS  
19 ENCOURAGED BY A SCHOOL NURSE OR A SOCIAL WORKER TO KILL HER  
20 CHILD, HER PARENTS' GRANDCHILD, IS HORRIBLE. THE RACIAL  
21 GENOCIDE OCCURRING SINCE ROE VERSUS WADE HAS DESTROYED MORE.  
22 THE EASY ACCESS TO FUNDED ABORTIONS IS DESTROYING THE BASIS OF  
23 BLACK FAMILY STRUCTURE AND SENDS A CHILLING MESSAGE ABOUT THE  
24 FUTURE OF FAMILY IN GENERAL. MA'AM, ABORTION ON DEMAND IS  
25 UNDERMINING THE SANCTITY OF LIFE IN THE UNITED STATES OF



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1 AMERICA AND IS GIVING EVIL A NEW NAME. "YES" ON PROPOSITION 73  
2 WILL DEFEND FAMILY VALUE. THE FAMILY AND MARRIAGE ARE  
3 THREATENED WHEN PARENTS ARE FORBIDDEN TO PROTECT THEIR  
4 CHILDREN AND GRANDCHILDREN. YES, THE RIGHTS OF CHILDREN ARE  
5 IMPORTANT. NEGLECT, ABUSE, MOLESTATION ARE CRIMES, PARTIAL  
6 BIRTH ABORTION SENDS A TERRIBLE MESSAGE. GENERATION X HAS BEEN  
7 ABANDONED IN PART BECAUSE OF THE INTERFERENCE FROM THE STATE.  
8 THE STATE HAS NO RIGHT TO PREVENT A CHILD'S PARENTS FROM BEING  
9 INFORMED ABOUT THE CHILD'S PREGNANCY, THEIR CHILD'S PREGNANCY.

10

11 **SUP. MOLINA, CHAIR:** THANK YOU, MR. ROBINSON.

12

13 **RICHARD ROBINSON:** I CAN'T REALLY EXPRESS THE HEINOUS-- SO  
14 THANK YOU.

15

16 **SUP. MOLINA, CHAIR:** THANK YOU. MR. YAROSLAVSKY?

17

18 **SUP. YAROSLAVSKY:** MADAM CHAIR, I'LL BE VERY BRIEF. JUST TO  
19 REFRESH-- RECAP THE MOTION, YOUNG WOMEN WHO BECOME PREGNANT,  
20 FRIGHTENED AND VULNERABLE WOULD FACE A GRIM CHOICE UNDER  
21 PROPOSITION 73 BETWEEN ASKING PERMISSION FROM PARENTS, WHO MAY  
22 BE SHAMING, BLAMING, PUNISHING, OR EVEN ABUSIVE, OR TRYING TO  
23 NAVIGATE ON THEIR OWN THROUGH A CONFUSING AND OFTEN  
24 INDIFFERENT JUDICIAL SYSTEM AND JUVENILE-- AN APPELLATE COURT  
25 SYSTEM. IN FACT, THERE'S A-- THE STATE'S JUVENILE COURT JUDGES



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1 HAVE RECOMMENDED THAT THE CALIFORNIA JUDGES ASSOCIATION TAKE A  
2 STAND AGAINST PROPOSITION 73 FOR PRECISELY THESE AND OTHER  
3 REASONS. IN ADDITION, PROPOSITION 73 GOES FAR BEYOND THE ISSUE  
4 OF PARENTAL CONSENT. IT INSERTS LANGUAGE INTO THE STATE  
5 CONSTITUTION THAT WOULD ACTUALLY REDEFINE ABORTION AS CAUSING  
6 DEATH OF AN UNBORN-- OF THE UNBORN CHILD, A CHILD CONCEIVED  
7 BUT NOT YET BORN. THAT'S A QUOTE. NOBODY KNOWS WHAT THESE  
8 WORDS MAY MEAN WHEN INTERPRETED BY GOVERNMENT POLICY MAKERS OR  
9 THE COURTS AND VOTERS SHOULD BE CAREFUL NOT TO INSERT LANGUAGE  
10 WHOSE RAMIFICATIONS ARE COMPLETELY UNKNOWN INTO THE CALIFORNIA  
11 CONSTITUTION. A STATEWIDE CONSTITUTIONAL AMENDMENT CANNOT  
12 SUCCEED WHERE INDIVIDUAL FAMILY COMMUNICATION HAS FAILED. BUT  
13 THIS WHOLE THING IS-- PROP 73 IS NOT JUST ABOUT PARENTAL  
14 CONSENT. IT GOES BEYOND THAT. THE TRUE AGENDA OF THIS MEASURE  
15 IS TO MAKE OBTAINING AN ABORTION NOT JUST INCONVENIENT, BUT  
16 INCREASINGLY IMPOSSIBLE FOR AS MANY WOMEN AS POSSIBLE. FOR  
17 THAT REASON, MADAM CHAIR, I ASK THAT THIS BOARD, WHICH HAS  
18 SOME JURISDICTION IN THE HEALTH ARENA, AMONG OTHER THINGS,  
19 TAKE A POSITION IN OPPOSITION TO PROPOSITION 73 AND I SO MOVE.

20

21 **SUP. BURKE:** I SECOND IT. WE CERTAINLY RECOGNIZE THAT OFTEN WE  
22 HAVE RUNAWAYS IN LOS ANGELES. AND RUNAWAYS ARE NOT IN TOUCH  
23 WITH THEIR PARENTS. RUNAWAYS ARE OFTEN ON HOLLYWOOD BOULEVARD,  
24 THEY'RE ON OTHER PLACES WHERE THEY'RE BEING TAKEN ADVANTAGE OF  
25 AND WE NEED TO GIVE THEM SOME KIND OF PROTECTION AND SOME





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1 CHOICES. PROP 73 TAKES THAT AWAY. THESE ARE CHILDREN WHO HAVE  
2 NO PARENTS, WHOSE PARENTS, WE DON'T KNOW WHERE THEY ARE AND  
3 THEY CERTAINLY ARE NOT IN TOUCH WITH THEM AND THEY'RE UNDER  
4 OUR AUSPICES. SO I WOULD CERTAINLY SAY THAT PROP 73 IS ILL  
5 TIMED.

6

7 **SUP. MOLINA, CHAIR:** VERY GOOD. ALL RIGHT. SUPERVISOR  
8 ANTONOVICH?

9

10 **SUP. ANTONOVICH:** WHAT'S IRONIC IS THAT, TODAY, A PARENT HAS TO  
11 GIVE CONSENT FOR A CHILD IN PUBLIC SCHOOL OR PAROCHIAL SCHOOL  
12 TO RECEIVE AN ASPIRIN. IMMUNIZATIONS REQUIRE PARENTAL CONSENT.  
13 THE FILLING OF DENTAL CARIES REQUIRES PARENTAL CONSENT. SO THE  
14 LAWS REQUIRE ANY TYPE OF MEDICATION, BE IT AN ASPIRIN OR  
15 FILLING A DENTAL CARIE, REQUIRES A PARENTAL CONSENT BECAUSE  
16 THE PARENT IS LIABLE, REGARDLESS OF THE SITUATION. THE PARENTS  
17 ARE HELD RESPONSIBLE FOR ANY COSTS OR COMPLICATIONS STEMMING  
18 FROM ANY TYPE OF MEDICAL PROCEDURE THAT'S PERFORMED ON THEIR  
19 CHILD UP TO THE AGE OF 18 AND ABORTION IS A SERIOUS MEDICAL  
20 PROCEDURE. PARENTS OUGHT TO BE INVOLVED IN THOSE TYPES OF RISK  
21 AND COMPLICATIONS THAT COULD OCCUR TO A CHILD. THE PROVISION  
22 DOES PROVIDE A BYPASS OF PARENTAL INVOLVEMENT WHERE THERE ARE  
23 CASES OF INCEST OR WHERE A MINOR'S INTEREST WOULD BE BEST  
24 SERVED BY NOT NOTIFYING ONE'S PARENTS. THOSE LEGAL PROTECTIONS  
25 ARE PART OF THE CONSTITUTIONAL AMENDMENT. THE SUPREME COURT



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1 HAS UPHELD PARENTAL CONSENT, PARENTAL INVOLVEMENT LAWS WITH  
2 SIMILAR PROVISIONS FOUND IN PROPOSITION 73. IN FACT, 31 OTHER  
3 STATES DO REQUIRE PARENTAL CONSENT AND, IN THE STATE OF  
4 VIRGINIA, THEY FOUND THAT, FOLLOWING THE ENACTMENT OF PARENTAL  
5 CONSENT, THERE WAS NEARLY A 26% REDUCTION IN TWO YEARS OF  
6 ABORTION IN THAT. SO INVOLVING THE PARENT IS IMPORTANT LEGALLY  
7 BECAUSE THE PARENT IS RESPONSIBLE BUT, MORE IMPORTANTLY,  
8 ENSURING THAT THERE'S COMMUNICATION AND THE BEST INTERESTS OF  
9 THAT CHILD IS AT STAKE. AND THAT'S WHY PEOPLE, BE IT DEMOCRAT,  
10 REPUBLICAN, LIBERAL OR CONSERVATIVE, YOUR POLLS HAVE INDICATED  
11 OVERWHELMINGLY THAT THEY SUPPORT THE PROPOSITION IN ENSURING  
12 THAT PARENTAL CONSENT IS GOING TO BE PROTECTED AND A MEDICAL  
13 PROCEDURE THAT IS LIFE THREATENING AND HAS RESULTED IN THE  
14 LOSS OF LIFE AND HAVING PARENTS BE INVOLVED IN THIS WHY THAT  
15 PROPOSITION IS ON THE BALLOT AND WHY IT'S SUPPORTED BY PEOPLE  
16 OF VARIOUS FAITHS, POLITICAL PERSUASIONS AND ETHNIC  
17 BACKGROUNDS.

18  
19 **SUP. MOLINA, CHAIR:** I AM IN SUPPORT OF SUPERVISOR  
20 YAROSLAVSKY'S MOTION. I'M OPPOSED TO PROPOSITION 73. I'VE HAD  
21 AN AWFUL LOT OF EXPERIENCES WITH THIS SITUATION,  
22 UNFORTUNATELY. I REMEMBER, AS A HIGH SCHOOL STUDENT, LOSING  
23 ONE OF MY VERY BEST FRIENDS. SHE COMMITTED SUICIDE BECAUSE SHE  
24 COULDN'T TELL HER PARENTS THAT SHE WAS PREGNANT. OF COURSE,  
25 ABORTION WASN'T LEGAL AT THE TIME AT ALL. AND NOW THAT WE HAVE



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1 THAT OPTION AVAILABLE TO US AND, AS A MOTHER OF A DAUGHTER, I  
2 KNOW HOW HARD IT WOULD BE BUT I HOPE THAT MY COMMUNICATION  
3 WITH HER HAS BEEN ONE THAT I WOULD BE THERE TO BE SUPPORTIVE  
4 TO LET HER MAKE HER OWN DECISION, WHICH I THINK IS AN  
5 IMPORTANT PART OF THE OPTION WE ALL HAVE AS WOMEN AND I WANT  
6 TO PRESERVE THAT FOR HER. SHE'S WORKING VERY HARD AGAINST THIS  
7 PROPOSITION. WHILE GOING TO COLLEGE, SHE IS MANNING PHONE  
8 BANKS EVERY SINGLE DAY BECAUSE SHE RECOGNIZES AND SHE  
9 UNDERSTANDS THAT SHE WANTS TO PRESERVE THAT RIGHT FOR HERSELF  
10 AND FOR ALL WOMEN, PARTICULARLY ALL YOUNG WOMEN, AND THIS  
11 PROPOSITION STANDS IN THEIR WAY OF MAKING THE KIND OF  
12 DECISIONS THAT ARE IMPORTANT TO THEIR WELLBEING FOR THE REST  
13 OF THEIR LIVES. WE CANNOT MANDATE, WE CANNOT COMMAND  
14 COMMUNICATION AND WE ARE NOT GOING TO FURTHER THAT ANY FURTHER  
15 BY FORCING THIS KIND OF PARENTAL CONSENT, AS MUCH AS WE'D LIKE  
16 TO. SO THE REALITY IS, IN THE BEST INTEREST OF ALL OF US, WE  
17 HOPE THAT THIS PROPOSITION WILL NOT PASS SO WE CAN PRESERVE  
18 THE RIGHT OF ALL OF US HAVING THE CHOICES AND GIVING THOSE  
19 OPTIONS EXCLUSIVELY TO US AND HOPEFULLY WE CAN COMMUNICATE  
20 WITH OUR FAMILIES, WITH OUR PRIESTS AND WHOEVER BUT THE  
21 REALITY IS, AT THE END OF THE DAY, THE CHOICE SHOULD BE LEFT  
22 WITH EACH AND EVERY ONE OF US. SO IF WE CAN CALL THE ROLL.

23

24 **CLERK VARONA-LUKENS:** SUPERVISOR BURKE?

25



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1     **SUP. BURKE:** AYE.

2

3     **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?

4

5     **SUPERVISOR YAROSLAVSKY:** AYE.

6

7     **CLERK VARONA-LUKENS:** SUPERVISOR KNABE?

8

9     **SUP. KNABE:** NO.

10

11    **CLERK VARONA-LUKENS:** SUPERVISOR ANTONOVICH?

12

13    **SUP. ANTONOVICH:** NO.

14

15    **CLERK VARONA-LUKENS:** AND SUPERVISOR MOLINA?

16

17    **SUP. MOLINA, CHAIR:** AYE.

18

19    **CLERK VARONA-LUKENS:** MOTION CARRIES 3-TO-2.

20

21    **SUP. YAROSLAVSKY:** MADAM CHAIR, I THINK WE-- WE'RE GOING TO GO  
22    TO THE PUBLIC HEARING ITEMS BEFORE WE GET TO THE AGENDA ITEMS?

23

24    **SUP. MOLINA, CHAIR:** YES, IF WE COULD.

25



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1    **SUP. YAROSLAVSKY:** THAT'S FINE.

2

3    **SUP. MOLINA, CHAIR:** ALL RIGHT. LET'S BEGIN WITH OUR PUBLIC  
4    HEARING ITEMS. I'M GOING TO ASK OUR EXECUTIVE OFFICER TO  
5    PLEASE ADMINISTER THE OATH.

6

7    **CLERK VARONA-LUKENS:** WILL ALL THOSE WHO PLAN TO TESTIFY ON ANY  
8    OF THE PUBLIC HEARING ITEMS PLEASE STAND, RAISE YOUR RIGHT  
9    HAND TO BE SWORN IN.

10

11    **SUP. MOLINA, CHAIR:** PLEASE STAND, PLEASE. THANK YOU. [  
12    ADMINISTERING OATH ]

13

14    **CLERK VARONA-LUKENS:** THANK YOU. PLEASE BE SEATED. ITEM NUMBER  
15    1, HEARING ON THE FORMATION OF DRAINAGE BENEFIT ASSESSMENT  
16    AREA NUMBER 29 AND ON THE LEVY AND COLLECTION OF ANNUAL  
17    SPECIAL BENEFIT PROPERTY ASSESSMENTS FOR THE DESIGN,  
18    CONSTRUCTION, OPERATION AND MAINTENANCE OF THE QUARTZ HILL  
19    STORM DRAIN PROJECT. AND WE HAVE RECEIVED WRITTEN PROTESTS  
20    AGAINST THIS ITEM, MADAM CHAIR. I BELIEVE WE HAVE A STATEMENT  
21    FROM THE STAFF.

22

23    **SUP. MOLINA, CHAIR:** PLEASE.

24



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1   **ROBIN PHILLIPS:** GOOD MORNING. MY NAME IS ROBIN PHILLIPS AND I  
2   AM A SENIOR CIVIL ENGINEER AT THE DEPARTMENT OF PUBLIC WORKS.  
3   I AM FAMILIAR WITH THE PROCEEDINGS FOR THE FORMATION OF QUARTZ  
4   HILL DRAINAGE BENEFIT ASSESSMENT AREA NUMBER 29 TO PROVIDE  
5   FUNDING FOR THE CONSTRUCTION, OPERATION AND MAINTENANCE OF  
6   STORM DRAIN IMPROVEMENTS IN THE UNINCORPORATED COMMUNITY OF  
7   QUARTZ HILL. THE INITIAL ASSESSMENT WILL BE \$18.60 PER  
8   EQUIVALENT DWELLING UNIT WHICH WILL INCREASE TO \$40.41 PER  
9   EQUIVALENT DWELLING UNIT IN 2009. THE REPORT ON THIS PROPOSED  
10   BENEFIT ASSESSMENT AREA WAS PREPARED UNDER MY SUPERVISION. IN  
11   MY OPINION, THE PUBLIC CONVENIENCE, THE NECESSITY REQUIRE THE  
12   CONSTRUCTION, OPERATION, AND MAINTENANCE OF THE PROPOSED STORM  
13   DRAIN IMPROVEMENTS IN ORDER TO ADDRESS SIGNIFICANT FLOODING  
14   THAT HAS AFFECTED THE QUARTZ HILL AREA. IN MY OPINION, ALL OF  
15   THE TERRITORY WITHIN THE PROPOSED BENEFIT ASSESSMENT AREA WILL  
16   BE BENEFITED BY THE CONSTRUCTION OF THE STORM DRAIN  
17   IMPROVEMENTS AND THE SERVICES TO BE PROVIDED AND THE PROPOSED  
18   ASSESSMENTS HAVE BEEN SPREAD IN PROPORTION TO THE BENEFITS TO  
19   BE RECEIVED. THE ASSESSMENTS ARE BASED UPON PROPORTIONATE  
20   STORM WATER RUNOFF FOR EACH PARCEL. WE ARE AWARE THAT THERE  
21   ARE PROPERTY OWNERS THAT ARE OPPOSED TO THE PROPOSED  
22   ASSESSMENT. WE HAVE CONDUCTED SEVERAL FORUMS OF COMMUNITY  
23   OUTREACH AND ATTEMPTED TO ANSWER ALL QUESTIONS AND ADDRESS ALL  
24   CONCERNS THAT WERE BROUGHT TO OUR ATTENTION. A COMMUNITY  
25   MEETING WAS HELD ON SEPTEMBER 20TH AND WE WERE ALSO AVAILABLE





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1 AT THE QUARTZ HILL STREET FAIR ON SEPTEMBER 17TH. WE HAVE ALSO  
2 RESPONDED TO EMAIL AND PHONE INQUIRIES FROM PROPERTY OWNERS.

3

4 **SUP. MOLINA, CHAIR:** VERY GOOD. THERE'S NO ONE ON THIS ITEM,  
5 ALL RIGHT, SO IT WOULD BE APPROPRIATE THAT WE, AT THIS TIME,  
6 WOULD CLOSE OUR PUBLIC HEARING, DIRECT THE TABULATION OF THE  
7 BALLOTS AND CONTINUE THIS ITEM ONE WEEK FOR THOSE RESULTS AND  
8 ACTION BY OUR BOARD. I SO MOVE.

9

10 **SUP. ANTONOVICH:** SECONDED.

11

12 **SUP. MOLINA, CHAIR:** SECONDED BY SUPERVISOR ANTONOVICH. IF  
13 THERE'S NO OBJECTION, SO ORDERED ON THAT ITEM. ITEM NUMBER 2.  
14 ITEM NUMBER 2, I'VE GOT A NOTICE THAT WE'RE GOING TO CONTINUE  
15 THAT ITEM?

16

17 **SUP. YAROSLAVSKY:** NO, WE'RE GOING TO CONTINUE A PORTION OF IT.

18

19 **SUP. MOLINA, CHAIR:** WHICH PORTION ARE WE CONTINUING?

20

21 **CLERK VARONA-LUKENS:** MAY I JUST READ IT? SO THE DIRECTOR IS  
22 REQUESTING THAT THE MAXIMUM AND MINIMUM TICKET PRICES FOR THE  
23 HOLLYWOOD BOWL GALA BENEFIT, THE SUMMER SOUNDS, AND THE  
24 PARKING, AS NOTED ON ATTACHMENT A ON PAGE 2 BE CONTINUED TO  
25 NOVEMBER 22ND, 2005, BUT THE REMAINDER OF THAT ITEM IS BEFORE



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1 YOU AND THAT WOULD BE THE HEARING ON PROPOSED INCREASE TO THE  
2 MAXIMUM AND MINIMUM TICKET PRICES PROPOSED BY THE LOS ANGELES  
3 PHILHARMONIC ASSOCIATION FOR THE 2006 HOLLYWOOD BOWL SEASON.

4

5 **SUP. YAROSLAVSKY:** MADAM CHAIR, I WOULD MAKE IT NOVEMBER 15TH.  
6 I THINK THEY CAN GET IT TO US BY THEN AND, WITH THAT  
7 AMENDMENT, I WOULD MOVE APPROVAL BIFURCATING THE ISSUE-- THOSE  
8 ISSUES THAT ARE TO BE CONTINUED UNTIL NOVEMBER 15TH AND THE  
9 REST BE APPROVED TODAY, AND I WOULD SO MOVE.

10

11 **SUP. MOLINA, CHAIR:** OKAY. VERY GOOD. IT'S MOVED AND SECONDED  
12 BY MYSELF. IS THERE ANY COMMENT? QUESTION? IF NOT, SO ORDERED,  
13 AS NOTED. ITEM NUMBER 3.

14

15 **CLERK VARONA-LUKENS:** HEARING ON THE COMMUNITY STANDARDS  
16 DISTRICT MODIFICATION NUMBER 03-344-(5), A MODIFICATION OF THE  
17 EAST PASADENA SAN GABRIEL COMMUNITY STANDARDS DISTRICT LOCATED  
18 IN THE SOUTH SANTA ANITA TEMPLE CITY ZONE DISTRICT APPLIED FOR  
19 BY LOC TRAN. AND WE HAVE NO WRITTEN PROTEST ON THIS ITEM BUT  
20 WE DO HAVE A STAFF STATEMENT, MADAM CHAIR.

21

22 **SUP. MOLINA, CHAIR:** VERY GOOD.

23

24 **PAUL MCCARTHY:** GOOD MORNING. MY NAME IS PAUL MCCARTHY WITH THE  
25 DEPARTMENT OF REGIONAL PLANNING. AND THIS REQUEST FOR A



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1 MODIFICATION WOULD AUTHORIZE THE DEVELOPMENT OF ONE FLAG LOT,  
2 IF IT'S APPROVED. NOW, THE REQUEST WAS ORIGINALLY HEARD AND  
3 APPROVED BY OUR DEPARTMENT'S HEARING OFFICER, BUT OPPOSING  
4 NEIGHBORS APPEALED THAT APPROVAL TO THE REGIONAL PLANNING  
5 COMMISSION. THE REGIONAL PLANNING COMMISSION UPHELD THE  
6 DECISION OF THE HEARING OFFICER. NOW, THE OPPOSING NEIGHBORS  
7 TESTIFIED AT BOTH HEARINGS AND THEY EXPRESSED PARTICULAR  
8 CONCERN ABOUT THE PROPOSED CONSTRUCTION OF A 2-STORY RESIDENCE  
9 AT THE REAR OF THE FLAG LOT AND THE SECOND STORY BEING THE KEY  
10 ISSUE. AND THAT CONCLUDES MY PRESENTATION, MADAM CHAIRMAN.

11

12 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE DO HAVE THREE PEOPLE WHO  
13 WISH TO ADDRESS US. IF I COULD ASK MR. FOTIOS DELIGIANNIS,  
14 MIKE DAVIS AND BETH GARGAN. PLEASE JOIN US. IS IT MR.  
15 DELIGIANNIS? IS THAT LITTLE BETTER? I APOLOGIZE.

16

17 **FOTIOS DELIGIANNIS:** MY WIFE PRONOUNCES DELIGIANNIS, I  
18 PRONOUNCE IT DELIGIANNIS, SO IT'S OPEN FOR DISCUSSION.

19

20 **SUP. MOLINA, CHAIR:** ALL RIGHT. PLEASE PROCEED.

21

22 **SUP. ANTONOVICH:** LET ME, MAYBE WE CAN BYPASS THIS, YOU'RE  
23 AWARE OF THE COMPROMISED PROPOSAL THAT HAS BEEN DISCUSSED  
24 RELATIVE TO THE LIMITATION OF THE HEIGHT AND FLAG LOT?

25



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1   **FOTIOS DELIGIANNIS:** I GUESS, YES.

2

3   **SUP. ANTONOVICH:** OKAY. THAT'S WHAT-- I'M GOING TO MAKE THAT  
4 MOTION BECAUSE WHAT WE HAVE BEFORE US AND THE RESIDENTS ALONG  
5 ARNDALE ARE CONCERNED ABOUT THE PROPOSED 2-STORY HOME ON THE  
6 REAR PORTION OF THE PROPERTY, WHICH COMPROMISES THEIR PRIVACY.  
7 THE PROPOSED 2-STORY HOME IS ALSO INCONSISTENT WITH  
8 DEVELOPMENT PATTERNS IN THE NEIGHBORHOOD WHERE MOST HOMES ARE  
9 SINGLE STORY. SO, TO ADDRESS THOSE CONCERNS, A FAIR COMPROMISE  
10 TO ALLOW THE PARCEL MAP AND CSD MODIFICATION BUT RESTRICT THE  
11 NEW HOME TO ONE STORY IN HEIGHT. THIS WOULD ALLOW THE  
12 DEVELOPMENT OF A FLAG LOT CONSISTENT WITH THE OTHERS IN THE  
13 COMMUNITY WITHOUT COMPROMISING THE PRIVACY OF THE ADJOINING  
14 NEIGHBORS AND THE MOTION WOULD BE TO CLOSE THE PUBLIC HEARING,  
15 SIGNIFYING THE INTENT TO APPROVE THE REQUEST MODIFICATION FOR  
16 REQUIRED STREET FUNDAGE FOR THE EAST PASADENA SAN GABRIEL  
17 COMMUNITY STANDARDS DISTRICT, ALLOW-- ADD A NEW CONDITION 14  
18 THAT RESTRICTS THE PROPOSED SINGLE-FAMILY DWELLING ON PARCEL 2  
19 TO A 1-STORY IN HEIGHT, NO TALLER THAN 17 FEET, AND THAT THE  
20 PROPOSED DWELLING BE SET BACK A MINIMUM OF 10 FEET FROM THE  
21 EAST AND WEST PROPERTY LINES AND DIRECT COUNSEL TO PREPARE THE  
22 APPROPRIATE FINDINGS AND CONDITIONS. THAT IS WHAT ADDRESSES  
23 YOUR CONCERNS, IS MY UNDERSTANDING?

24

25   **BETH GARGAN:** MAY I SPEAK?



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1

2 **SUP. ANTONOVICH:** SURE. AND GIVE YOUR NAME BEFORE YOU SPEAK.

3

4 **BETH GARGAN:** I'M BETH GARGAN. AND, YES, WE HAVE ALL THIS STUFF  
5 THAT WE'VE PREPARED FOR YOU BUT IT SEEMS SORT OF LIKE A MOOT  
6 POINT NOW. MAY I JUST...

7

8 **SUP. ANTONOVICH:** SURE. IT'S MY UNDERSTANDING THERE WAS  
9 COMMUNICATION. THAT'S WHY...

10

11 **BETH GARGAN:** RIGHT.

12

13 **SUP. ANTONOVICH:** ON THIS AND THAT'S WHAT WE WERE TRYING TO  
14 COME TOGETHER.

15

16 **BETH GARGAN:** RIGHT. I THINK THIS IS WONDERFUL FOR US. MAY I  
17 JUST ASK SOMETHING ELSE? WOULD THIS...

18

19 **SUP. ANTONOVICH:** SURE.

20

21 **BETH GARGAN:** ...HAVE ANY BEARING ON ANY FURTHER PROPOSED  
22 MODIFICATIONS IN OUR NEIGHBORHOOD OR JUST OUR ONE PARTICULAR  
23 LOT?

24

25 **SUP. ANTONOVICH:** JUST THIS LOT.



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1

2 **BETH GARGAN:** OKAY. ALL RIGHT. YES, WELL, WE THINK THAT  
3 THAT'S...

4

5 **SUP. ANTONOVICH:** WE WANT TO THANK YOU FOR YOUR INVOLVEMENT AND  
6 FOR, YOU KNOW, THE ABILITY TO WORK OUT THIS COMPROMISE AND FOR  
7 COMING DOWN.

8

9 **BETH GARGAN:** I, FOR ONE, REALLY APPRECIATE IT BECAUSE THE  
10 ISSUE WAS NOT THAT...

11

12 **SUP. ANTONOVICH:** I UNDERSTAND.

13

14 **BETH GARGAN:** YOU KNOW, THE ISSUE WAS...

15

16 **SUP. ANTONOVICH:** RIGHT. I UNDERSTAND.

17

18 **BETH GARGAN:** ...LIKE, PRIVACY AND LIGHT AND ALL THAT. THANK  
19 YOU VERY MUCH.

20

21 **SUP. ANTONOVICH:** THANK YOU VERY MUCH. SO THAT WOULD BE THE  
22 MOTION.

23

24 **SUP. MOLINA, CHAIR:** SO IT'S ACCEPTABLE AS AN AMENDMENT. VERY  
25 GOOD.





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1

2 **MIKE DAVIS:** IF I COULD SPEAK. MY NAME IS MIKE DAVIS. I'M A  
3 RESIDENT NEXT DOOR. AND, YEAH, WE-- BASICALLY THAT'S WHAT WE  
4 WANTED TO GET. I KNOW THAT SUPERVISOR ANTONOVICH HAS BEEN VERY  
5 ACTIVE IN...

6

7 **SUP. ANTONOVICH:** CHRISTMAS CAME EARLY.

8

9 **MIKE DAVIS:** VERY ACTIVE IN THIS. THANK YOU.

10

11 **SUP. ANTONOVICH:** THANK YOU, THOUGH, FOR YOUR INVOLVEMENT.

12

13 **SUP. MOLINA, CHAIR:** ALL RIGHT. VERY GOOD. AS AMENDED, THE ITEM  
14 IS MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY SUPERVISOR  
15 KNABE. IF THERE'S NO OBJECTION, SO ORDERED. ALL RIGHT.

16

17 **BETH GAGAN:** SO THIS IS ALL LEGAL AND WE'LL GET A COPY AND...?

18

19 **SUP. ANTONOVICH:** SURE.

20

21 **CLERK VARONA-LUKENS:** ITEM NUMBER 4, COMBINED HEARING ON LOCAL  
22 PLAN AMENDMENT, CONDITIONAL USE PERMIT AND OAK TREE PERMIT,  
23 CASE NUMBERS 09184-4, VESTING TENTATIVE MAPS CASE NUMBER 494-  
24 11-4 AND ON THE CERTIFICATION OF THE DRAFT ENVIRONMENTAL  
25 IMPACT REPORT RELATING TO THE PROPERTY LOCATED AT THE TERMINUS



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1 OF HASTING STREET SOUTH OF PATHFINDER ROAD AND SOUTHWESTERLY  
2 OF BREA CANYON CUTOFF ROAD, PUENTE ZONE DISTRICT, PETITIONED  
3 BY L.B./L. EPAC ROWLAND HEIGHTS. AND WE HAVE RECEIVED WRITTEN  
4 PROTESTS, MADAM CHAIR AND A LETTER FROM THE APPLICANT ON THIS  
5 ITEM.

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. DO WE HAVE A REPORT ON THIS  
8 ITEM?

9

10 **CLERK VARONA-LUKENS:** STAFF STATEMENT.

11

12 **FRANK MENESES:** PRESENTATION, YES, MA'AM. GOOD MORNING, MADAM  
13 CHAIR AND MEMBERS OF THE BOARD. MY NAME IS FRANK MENESES. I'M  
14 WITH THE DEPARTMENT OF REGIONAL PLANNING. THE CASE BEFORE YOU  
15 TODAY IS AN APPEAL BY THE APPLICANT OF A DENIAL BY THE  
16 REGIONAL PLANNING COMMISSION. THE REQUEST BEFORE THE REGIONAL  
17 PLANNING COMMISSION WAS A PROPOSAL TO CREATE 55 SINGLE-FAMILY  
18 LOTS ON 32 ACRES OF A 170-ACRE PARCEL CURRENTLY DESIGNATED  
19 OPEN SPACE ON THE ROWLAND HEIGHTS COMMUNITY PLAN. THE PROPOSED  
20 LAND DIVISION WOULD ALSO FEATURE AN APPROXIMATELY 138-ACRE  
21 OPEN SPACE LOT. THE ADMINISTRATIVE RECORD ALSO SHOWS THAT THE  
22 PROPERTY WAS REQUIRED OPEN SPACE OF A PREVIOUS TRACT WHICH WAS  
23 APPROVED IN 1981. THE COMMISSION ADOPTED FINDINGS FOR DENIAL  
24 IN SEPTEMBER OF LAST YEAR. I SHOULD MENTION THAT, AFTER THE  
25 PUBLIC HEARINGS WERE CLOSED BEFORE THE PLANNING COMMISSION,



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1 THE APPLICANT PRESENTED A CONCEPTUAL PLAN FOR A REDUCED  
2 PROJECT OF 43 SINGLE-FAMILY UNITS AS WELL AS THE OPEN SPACE  
3 THAT WAS PREVIOUSLY PROPOSED, IN ADDITION TO A NUMBER OF  
4 BENEFITS THAT HE ASKED THAT THE COMMISSION CONSIDER. THE  
5 COMMISSION, AT THAT TIME, WAS INCLINED TO DENY THE PROJECT AND  
6 REFER THE MATTER OVER TO YOUR BOARD FOR CONSIDERATION. THE  
7 ADDITIONAL BENEFITS, I BELIEVE, HAVE BEEN OUTLINED IN A LETTER  
8 TO YOU DATED SEPTEMBER 27TH, I BELIEVE. 21ST. I'M SORRY. AND  
9 THOSE BENEFITS ARE BEFORE YOU IN THE EVENT THAT YOU WERE  
10 INCLINED TO REFER THIS BACK TO THE PLANNING COMMISSION. I'D  
11 ALSO LIKE TO MENTION THAT YOUR BOARD HELD DISCUSSIONS ON THIS  
12 MATTER IN JUNE OF THIS YEAR AND MOVED TO SCHEDULE THE APPEAL  
13 BEFORE YOUR BODY AND THAT HAS BEEN DONE TODAY. THAT'S BRIEFLY  
14 MY PRESENTATION. IF YOU HAVE ANY QUESTIONS, I'LL BE HAPPY TO  
15 ANSWER THEM.

16

17 **SUP. KNABE:** MADAM CHAIR, I DON'T HAVE ANY QUESTIONS OF THE  
18 PLANNING DEPARTMENT BUT I DO HAVE SOME QUESTIONS FOR OUR  
19 COUNTY COUNSEL. WHO CURRENTLY HOLDS TITLE ON THE OPEN SPACE IN  
20 THIS PARTICULAR PROJECT?

21

22 **RICHARD WEISS:** SUPERVISOR KNABE BUT FOR THE UNCONSTRUCTED  
23 TRAIL EASEMENT THAT RUNS ACROSS IT, THE PROPERTY OWNER OF THE  
24 PROPERTY OWNS TITLE TO THAT PROPERTY.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. KNABE:** SO THAT'S PRIVATELY HELD AT THIS PARTICULAR POINT?

2

3    **RICHARD WEISS:** THAT'S CORRECT.

4

5    **SUP. KNABE:** WHAT INTEREST DOES THE COUNTY HAVE IN THIS OPEN  
6    SPACE?

7

8    **RICHARD WEISS:** THE INTEREST THAT THE COUNTY HAS IS THE RIGHT  
9    TO RESTRICT CONSTRUCTION OF RESIDENTIAL AND COMMERCIAL  
10   STRUCTURES ON THAT PROPERTY.

11

12   **SUP. KNABE:** BUT THE LAND'S NOT HELD IN A PUBLIC CONSERVANCY OF  
13   ANY SORT, IS THAT CORRECT?

14

15   **RICHARD WEISS:** THE LAND IS NOT HELD BY ANY PUBLIC AGENCY AND  
16   NO PUBLIC AGENCY HAS THE RIGHT TO COMPEL PUBLIC USE OF THAT  
17   PROPERTY CURRENTLY, OTHER THAN THE TRAIL EASEMENT, WHICH IS...

18

19   **SUP. KNABE:** RIGHT, OTHER THAN THE TRAIL. SO IF THIS BOARD OR  
20   SOME FUTURE BOARD, BY THREE VOTES, DECIDED TO AMEND THE  
21   ROWLAND HEIGHTS GENERAL PLAN AND WAIVE ITS RIGHT TO RESTRICT  
22   CONSTRUCTION, COULD DEVELOPMENT TAKE PLACE ON THIS OPEN SPACE?

23

24   **RICHARD WEISS:** YES.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. KNABE:** COULD DEVELOPMENT TAKE PLACE IF TITLE OF THIS LAND  
2   WAS HELD BY A PUBLIC CONSERVANCY WITH A RESTRICTIVE GRANT  
3   DEED?

4

5   **RICHARD WEISS:** SUBJECT TO THE RESTRICTIONS IN THE GRANT DEED  
6   BUT PRESUMING THAT THEY PROVIDED ONLY FOR OPEN SPACE THE  
7   ANSWER IS THAT THE CONSERVANCY WOULD NOT BE AUTHORIZED TO USE  
8   IT OTHER THAN FOR THE RESTRICTED PURPOSES AND CONSTRUCTION  
9   COULD NOT OCCUR.

10

11   **SUP. KNABE:** A BRIEFER ANSWER IS "NO," RIGHT?

12

13   **RICHARD WEISS:** YES.

14

15   **SUP. KNABE:** I GUESS THE POINT THAT I'M TRYING TO MAKE IS, IF  
16   THIS PROJECT DISAPPEARS, IT DOES NOT NECESSARILY PREVENT  
17   DEVELOPMENT IN THE FUTURE, IS THAT CORRECT?

18

19   **RICHARD WEISS:** YES.

20

21   **SUP. KNABE:** AND, IF THIS DEVELOPMENT COULD BE DONE WITH LITTLE  
22   OR NO BENEFIT TO THE COMMUNITY, I MEAN, THE POINT BEING IS  
23   WE'RE TRYING TO RESTRICT THIS OPEN SPACE, SO I GUESS I NEEDED  
24   THOSE QUESTIONS ANSWERED BECAUSE THERE APPEARS TO BE SOME  
25   CONFUSION BOTH AMONGST THE COMMUNITY AS WELL AS SOME OF MY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 COLLEAGUES IN REGARDS TO THIS AND MY DESIRE TO RETURN THIS  
2 BACK TO THE PLANNING COMMISSION. SO MADAM CHAIR, I KNOW THERE  
3 ARE A NUMBER OF SPEAKERS, SO LET'S PROCEED ON THAT BASIS. I DO  
4 HAVE A MOTION BUT I WILL WAIT UNTIL THE SPEAKERS.

5

6 **SUP. MOLINA, CHAIR:** ALL RIGHT. MR. YAROSLAVSKY.

7

8 **SUP. YAROSLAVSKY:** I DIDN'T THINK I WAS CONFUSED BUT I'M  
9 CONFUSED NOW. MR. WEISS, CAN YOU JUST ANSWER THE FOLLOWING  
10 QUESTIONS: WHEN THIS SUBDIVISION WAS ORIGINALLY APPROVED, WAS  
11 IT APPROVED WITH ANY CONDITIONS?

12

13 **RICHARD WEISS:** YES.

14

15 **SUP. YAROSLAVSKY:** WAS ONE OF THE CONDITIONS THAT THE SUBJECT  
16 PROPERTY BE KEPT AS OPEN SPACE?

17

18 **RICHARD WEISS:** YES.

19

20 **SUP. YAROSLAVSKY:** DOES THAT MEAN THAT IT CANNOT-- THAT, UNDER  
21 THE CURRENT TERMS OF THE SUBDIVISION AND THE CONDITIONS OF THE  
22 SUBDIVISION, THAT IT CANNOT BE DEVELOPED?

23

24 **RICHARD WEISS:** IT...

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     **SUP. YAROSLAVSKY:** WITH COMMERCIAL OR RESIDENTIAL DEVELOPMENT?

2

3     **RICHARD WEISS:** THAT'S CORRECT.

4

5     **SUP. YAROSLAVSKY:** IT WOULD TAKE AN ACT OF THE COUNTY OF LOS  
6     ANGELES BOARD OF SUPERVISORS AND THE PLANNING COMMISSION TO  
7     APPROVE A MODIFICATION TO THE CONDITION?

8

9     **RICHARD WEISS:** YES.

10

11    **SUP. YAROSLAVSKY:** AND IT'S THAT-- IT IS THAT PROPOSED  
12    MODIFICATION OR A VEHICLE TO GET TO THAT PROPOSED MODIFICATION  
13    THAT IS BEING DISCUSSED HERE?

14

15    **RICHARD WEISS:** YES.

16

17    **SUP. YAROSLAVSKY:** SO WHETHER IT'S IN THE HANDS OF A  
18    CONSERVANCY OR WHETHER IT'S IN THE HANDS OF THE COUNTY OR NOT  
19    IN ANYBODY'S HANDS EXCEPT THE PRIVATE DEVELOPER, WE DO  
20    DEVELOP-- WE DO APPROVE DEVELOPMENTS IN THE COUNTY WHERE SET  
21    ASIDE OF OPEN SPACE IS A REQUIREMENT, A PRECONDITION OF THE  
22    SUBDIVISION, IS THAT RIGHT?

23

24    **RICHARD WEISS:** THAT'S CORRECT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. YAROSLAVSKY:** WHICH IS NEVER TURNED OVER TO A CONSERVANCY  
2   OR TO PARK AGENCY BUT JUST IS MAINTAINED BY THE PROPERTY  
3   OWNER, IS THAT CORRECT?

4

5   **RICHARD WEISS:** SOMETIMES YES, SOMETIMES IT IS TURNED OVER.

6

7   **SUP. YAROSLAVSKY:** SOMETIMES YES. SO, BASICALLY, YOU HAD A  
8   CONDITION THAT THE DEVELOPER IS NOW-- THE PROPERTY OWNER IS  
9   NOW SEEKING TO-- HE MADE A DEAL AND HE NOW WANTS TO MODIFY THE  
10  TERMS OF THE DEAL, TO PUT IT IN THE VERNACULAR, IS THAT  
11  CORRECT?

12

13  **RICHARD WEISS:** YES.

14

15  **SUP. YAROSLAVSKY:** NOW, I HAVE SOME QUESTIONS ABOUT, WHEN WE  
16  GET TO THE DISCUSSION OF THE MOTION, I HAVEN'T SEEN THE MOTION  
17  BUT I DO HAVE SOME QUESTIONS ABOUT WHAT THE AREA IN THE  
18  IMMEDIATE ADJACENT-- THE AREA IMMEDIATELY ADJACENT TO THE  
19  SUBJECT PROPERTY IS AND WHETHER THERE ARE ALTERNATIVES THAT  
20  WOULD MAKE THE COUNTY OR THE ORIGINAL ACTION WHOLE FOR WHAT--  
21  FOR WHAT WAS REQUIRED AT THE TIME. I DON'T KNOW WHETHER THAT'S  
22  POSSIBLE. I'VE SEEN THAT DONE ELSEWHERE AND I'M OPEN TO  
23  HEARING ABOUT THAT, BUT WILL THE PLANNING DEPARTMENT HAVE MAPS  
24  OR TOPOGRAPHICAL MAPS OR SOME KIND OF AERIAL PHOTOS OF THIS  
25  THAT THEY CAN POST?



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **FRANK MENESES:** YES, WE DO HAVE AN AERIAL PHOTOGRAPH POSTED.

3

4 **SUP. YAROSLAVSKY:** ALL RIGHT, SO WHEN WE GET BACK TO THE  
5 DISCUSSION, I'D LIKE TO HAVE THAT UP THERE, MAYBE EVEN BEFORE,  
6 SO WE CAN LOOK AT IT AND BE BETTER INFORMED ABOUT IT. THANK  
7 YOU.

8

9 **RICHARD WEISS:** COULD I MAKE ONE CLARIFICATION? WHAT I WAS  
10 INTENDING TO SAY, IT IS TRUE THAT THE DEVELOPER CURRENTLY DOES  
11 NOT HAVE THE RIGHT TO CONSTRUCT ANYTHING ON THAT PROPERTY.  
12 HOWEVER, THE PROPERTY REMAINS IN PRIVATE OWNERSHIP. TO THE  
13 EXTENT THAT THE BOARD IS INTERESTED IN PUTTING IT IN PUBLIC  
14 OWNERSHIP SO THAT THE PUBLIC CAN HAVE ACCESS AS PUBLIC OPEN  
15 SPACE, THAT DOES NOT CURRENTLY EXIST.

16

17 **SUP. YAROSLAVSKY:** I UNDERSTAND BUT, IN TERMS OF THE ORIGINAL--  
18 NEVER MIND. I'VE MADE MY POINT.

19

20 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE HAVE ABOUT 10 PEOPLE-- OH,  
21 MR. ANTONOVICH. I'M SORRY.

22

23 **SUP. ANTONOVICH:** LET ME ASK REGIONAL PLANNING, WAS THE OPEN  
24 SPACE REQUIRED AS MITIGATION PURSUANT TO THE ENVIRONMENTAL  
25 IMPACT REPORT FOR THE PROJECT?



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **FRANK MENESES:** YES, BUT I THINK I'D LIKE TO QUALIFY THAT. THE  
3 ORIGINAL DRAFT E.I.R. INCLUDED 115 ACRES AS MITIGATION. AS THE  
4 PROJECT EVOLVED, THE DEVELOPER INCREASED THE AMOUNT OF OPEN  
5 SPACE AND THE NUMBER OF UNITS ALSO INCREASED AND THERE WAS A  
6 SUPPLEMENT TO THE E.I.R. THAT WAS DONE IN WHICH IT WAS  
7 DESCRIBED THAT THIS WOULD BE ACCEPTABLE AS DESIGNED IN THE  
8 PROJECT. IT DIDN'T REFER TO IT AS MITIGATION BUT IT WAS  
9 DESCRIBED-- IT WAS ACKNOWLEDGED IN THE SUPPLEMENTAL E.I.R.

10

11 **SUP. ANTONOVICH:** BUT OPEN SPACE WAS REQUIRED AS A CONDITIONAL  
12 APPROVAL FOR THE TRACT?

13

14 **FRANK MENESES:** THAT IS CORRECT.

15

16 **SUP. ANTONOVICH:** AND WAS THE OPEN SPACE REQUIREMENT DISCUSSED  
17 IN THE PUBLIC HEARINGS BEFORE THE REGIONAL PLANNING  
18 COMMISSION?

19

20 **FRANK MENESES:** YES, IT WAS.

21

22 **SUP. ANTONOVICH:** DID THE PROPERTY OWNER SIGN THE FINAL MAP,  
23 DEEDING CONSTRUCTION RIGHTS OVER TO THIS PARCEL TO THE COUNTY?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **FRANK MENESES:** NO. IN THIS CASE, THE OWNER OPTED TO KEEP THE  
2 LOT IN PRIVATE OWNERSHIP.

3

4 **SUP. ANTONOVICH:** ARE THE OTHER OPEN SPACE CONVERSION  
5 APPLICATIONS PENDING IN THE COUNTY?

6

7 **FRANK MENESES:** I KNOW OF TWO OTHERS THAT HAVE BEEN BEFORE THE  
8 PLANNING COMMISSION. I DON'T BELIEVE THERE ANY OTHER ONES AT  
9 THIS TIME.

10

11 **SUP. ANTONOVICH:** WHERE ARE THOSE LOCATED?

12

13 **FRANK MENESES:** THOSE ARE IN SANTA CLARITA.

14

15 **SUP. ANTONOVICH:** AND THOSE ARE ALSO AREAS THAT WERE DESIGNATED  
16 OPEN SPACE AND THEY'RE ASKING THAT THEY NOW BE RESCINDED AND  
17 OTHER TYPE OF DEVELOPMENT BE TAKING PLACE ON THOSE SITES?

18

19 **FRANK MENESES:** THAT IS CORRECT BUT THEY HAVE THEIR OWN UNIQUE  
20 CIRCUMSTANCES AS WELL.

21

22 **SUP. KNABE:** IS THAT OPEN SPACE PUBLICLY OR PRIVATELY OWNED?

23

24 **FRANK MENESES:** IN THE TWO CASES THAT I'M AWARE OF, THEY ARE IN  
25 PRIVATE OWNERSHIP.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. ANTONOVICH:** IF THIS CASE WERE REOPENED, DOES IT SET A  
3 PRECEDENT FOR OTHER OPEN SPACE LOTS? SANTA MONICA MOUNTAINS,  
4 SAN GABRIEL VALLEY, THE SANTA CLARITA, ANTELOPE VALLEYS?

5

6 **FRANK MENESES:** WELL, IT WOULD CERTAINLY BE A PRECEDENT IN SOME  
7 WAYS. IN OTHER WAYS, IT MAY NOT, DEPENDING ON THE  
8 CIRCUMSTANCES OF EACH CASE. AS I MENTIONED EARLIER, THERE ARE  
9 PUBLIC BENEFITS THAT ARE BEING OFFERED IN THIS CASE AND IF  
10 THAT WAS FOUND TO BE ACCEPTABLE, THEN ANOTHER CASE MAY NOT  
11 OFFER THE SAME BENEFIT.

12

13 **SUP. ANTONOVICH:** WOULD THIS CREATE A PRECEDENT FOR OTHER  
14 PROJECTS INVOLVING OPEN SPACE SUCH AS NORTH LAKE, THE OPEN  
15 SPACE SURROUNDING SUNSHINE CANYON LANDFILL OR AHMANSON RANCH?

16

17 **FRANK MENESES:** IT WOULD CERTAINLY CREATE THE THOUGHT IN THE  
18 OWNER'S MIND THAT THEY COULD APPROACH THE COUNTY FOR THAT,  
19 YES.

20

21 **SUP. ANTONOVICH:** AND HOW MANY TIMES HAS THIS MATTER BEEN  
22 CONSIDERED BY THE REGIONAL PLANNING COMMISSION?

23

24 **FRANK MENESES:** THIS PARTICULAR CASE?

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     **SUP. ANTONOVICH:** YES.

2

3     **FRANK MENESES:** I BELIEVE THERE WERE THREE PUBLIC HEARINGS AND  
4     THERE WERE THREE DISCUSSION MEETINGS THAT WERE HELD WHERE THEY  
5     ACTUALLY DISCUSSED THE PROJECT.

6

7     **SUP. KNABE:** BUT NONE WITH THE PUBLIC BENEFIT. IS THAT CORRECT?

8

9     **FRANK MENESES:** THE PUBLIC BENEFITS WERE INTRODUCED AFTER THE  
10    CLOSURE OF THE PUBLIC HEARING.

11

12    **SUP. ANTONOVICH:** SO THE REGIONAL PLANNING COMMISSION WAS NOT  
13    INVOLVED IN THE CONVERSION TO APPROVE THE CONVERSION OF THIS  
14    OPEN SPACE TO RESIDENTIAL DEVELOPMENT?

15

16    **FRANK MENESES:** NO. THEY RECOMMENDED DENIAL.

17

18    **SUP. ANTONOVICH:** THEY RECOMMENDED AGAINST DOING THIS?

19

20    **FRANK MENESES:** THAT'S CORRECT.

21

22    **SUP. KNABE:** YOU SHOULD CLARIFY THAT. THEY REALLY KICKED IT  
23    BACK HERE. I MEAN, MY REQUEST LAST TIME WAS NOT TO APPROVE  
24    ANYTHING. MY REQUEST WAS TO REFER THE PUBLIC BENEFIT ISSUE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BACK TO THE COMMUNITY AND TO THE PLANNING COMMISSION, NOT TO  
2 APPROVE THE DEVELOPMENT. SO THEY BASICALLY KICKED IT UP HERE.

3

4 **SUP. ANTONOVICH:** IF THE COUNTY REQUIRED DEDICATION OF THIS  
5 OPEN SPACE PARCEL AS A CONDITION OF THE MAP, WHY WAS IT LEFT  
6 IN PRIVATE HANDS AND NEVER TRANSFERRED TO A PUBLIC AGENCY,  
7 LAND TRUST OR CONSERVANCY?

8

9 **FRANK MENESES:** THE RECORD INDICATES THAT THERE WAS SOME  
10 CONSIDERATION OF THAT. I BELIEVE THAT WE'VE HEARD-- WE HEARD  
11 THE APPLICANT ON THIS CURRENT CASE SAY THAT THERE WAS NO  
12 AGENCY AVAILABLE AT THE TIME TO DEDICATE THE LAND TO AND, AS A  
13 RESULT, IT WAS KEPT IN PRIVATE HANDS.

14

15 **SUP. ANTONOVICH:** IF THE PROPERTY HAD BEEN TRANSFERRED, WOULD  
16 DEVELOPMENT EVEN BE PROPOSED?

17

18 **FRANK MENESES:** IF IT WAS IN THE HANDS OF A PUBLIC AGENCY, MOST  
19 LIKELY NOT.

20

21 **SUP. ANTONOVICH:** IS THE CURRENT OWNER OF THE PROPERTY THE  
22 DEVELOPER OF THE ORIGINAL PROJECT?

23

24 **FRANK MENESES:** YES, HE IS.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. ANTONOVICH:** GIVEN THE TRACK CONDITIONS, THE SEATING, THE  
2   DEVELOPMENT RIGHTS ON THE FINAL MAP AND THE RESTRICTIONS THAT  
3   SHOW UP ON OUR ASSESSOR'S MAP, WOULD A PRUDENT BUYER OF THIS  
4   PROPERTY HAVE ANY REASONABLE EXPECTATION THAT IT COULD BE  
5   DEVELOPED?

6

7   **FRANK MENESES:** I BELIEVE THEY PROBABLY WOULD FEEL THAT THEY  
8   WOULD HAVE TO COME TO THE COUNTY TO GET THE NECESSARY  
9   ENTITLEMENTS FOR THAT.

10

11   **SUP. ANTONOVICH:** DID THE PROPERTY OWNER EVER NOTIFY REGIONAL  
12   PLANNING WHAT HE INTENDED TO DO WITH THE OPEN SPACE?

13

14   **FRANK MENESES:** BACK WHEN THE ORIGINAL PROJECT WAS APPROVED,  
15   SUPERVISOR?

16

17   **SUP. ANTONOVICH:** YES.

18

19   **FRANK MENESES:** I DIDN'T SEE ANY INDICATION OF THAT IN THE  
20   RECORD.

21

22   **SUP. ANTONOVICH:** IS THE APPLICANT PROPOSING TO REMEDY THE  
23   GEOLOGICALLY UNSTABLE PORTION OF THE PROPERTY TO ENABLE THE  
24   DEVELOPMENTS OF HOMES?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **FRANK MENESES:** THE APPLICANT HAS INDICATED THAT HE WOULD  
2 MITIGATE THE GEOLOGICAL HAZARD, YES.

3

4 **SUP. ANTONOVICH:** WERE THESE STABLES CONSTRUCTED DURING THE  
5 PERIOD IN WHICH THE APPLICANT HAD OWNED THE PROPERTY?

6

7 **SPEAKER:** I'M NOT SURE EXACTLY WHEN THE STABLES WERE  
8 ESTABLISHED. THERE'S VARIOUS TIME FRAMES THAT I'VE SEEN, 40  
9 YEARS, 30 YEARS, 25 YEARS. WE HAVE NOT ACTUALLY ASCERTAINED  
10 THE ACTUAL DATE...

11

12 **SUP. KNABE:** WELL, THE COUNTY REALLY DIDN'T EVEN KNOW THEY WERE  
13 THERE, IS THAT RIGHT? IS THAT CORRECT?

14

15 **SUP. ANTONOVICH:** WELL, DID THEY EVER ISSUE A ZONING APPROVAL,  
16 A BUILDING PERMIT FOR THE STABLES?

17

18 **FRANK MENESES:** NO. WE'VE-- WE'VE RECOGNIZED THAT THEY-- THAT  
19 THE STABLES ARE UNPERMITTED. WE WERE AWARE THAT THERE WAS  
20 CATTLE RAISING AND HORSES ON THE PROPERTY WHEN THE APPLICATION  
21 WAS FILED. WE WERE NOT AWARE THAT IT WAS NOT PERMITTED.

22

23 **SUP. ANTONOVICH:** WHY WERE THEY ALLOWED TO EXIST SO LONG  
24 WITHOUT BENEFIT OF A COUNTY PERMIT?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **FRANK MENESES:** I THINK IT WAS MORE OF A MATTER OF THE STAFF  
2   NOT KNOWING THAT THIS WAS A PROBLEM. WE PROBABLY NEVER GOT ANY  
3   COMPLAINTS AND SO THERE WAS NO ENFORCEMENT ACTION THAT WAS  
4   ENTERTAINED AT THE TIME.

5

6   **SUP. ANTONOVICH:** HOW LONG HAVE WE HAD AN ACTIVE CODE  
7   ENFORCEMENT CASE RELATIVE TO THE STABLES?

8

9   **FRANK MENESES:** I BELIEVE A ZONING ENFORCEMENT CASE WAS OPENED  
10   UP DURING THE PROCEEDINGS BEFORE THE PLANNING COMMISSION. THE  
11   APPLICANT ASKED FOR A CLEAN HANDS WAIVER AND THE CLEAN HANDS  
12   WAIVER WAS DENIED, PENDING THE OUTCOME OF THIS PROJECT.

13

14   **SUP. ANTONOVICH:** HAS THE OWNER INITIATED ANY CORRECTIVE  
15   ACTIONS IN RESPONSE TO THE NOTICES OF VIOLATIONS SENT BY  
16   COUNTY STAFF?

17

18   **FRANK MENESES:** I DON'T BELIEVE THERE'S BEEN ANY ACTIONS TAKEN,  
19   BUT I MAY BE INCORRECT. I WOULD HAVE TO REFER TO THAT TO OUR  
20   ZONING ENFORCEMENT PEOPLE.

21

22   **SUP. ANTONOVICH:** THE PROBLEM IS THE FINDINGS THAT INDICATED  
23   APPROVAL OF 265 SINGLE-FAMILY LOTS AND ONE OPEN SPACE, AND  
24   CONDITION 10 REQUIRES THE DEVELOPER TO PROVIDE FOR THE  
25   OWNERSHIP AND MAINTENANCE OF THE OPEN SPACE LOT. CONDITION 11



**The Meeting Transcript of  
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1 PROVIDES THAT THE DEVELOPER DEDICATE, ON THE FINAL MAP, THE  
2 RIGHT TO RESTRICT THE CONSTRUCTION OF RESIDENTIAL, COMMERCIAL  
3 STRUCTURES TO THE COUNTY OF LOS ANGELES OVER THE OPEN SPACE  
4 LOT AND, IN TESTIMONY BEFORE THIS BOARD OF SUPERVISORS  
5 CONCERNING THE ORIGINAL SUBDIVISION, THE APPLICANT STATED THAT  
6 THE COMMUNITY IS GOING TO HAVE 168 ACRES WHICH WE CAN GIVE A  
7 BRIDAL PATH THROUGH, REFERRING TO THE OPEN SPACE. AND THAT WAS  
8 IN TESTIMONY-- THIS PRE-DATES MANY MEMBERS THAT ARE ON THIS  
9 BOARD. AT THE BOARD HEARING, SUPERVISOR SHUBARM COMMENTED THAT  
10 THERE WILL BE 168 PLUS ACRES LEFT IN ITS CURRENT NATURAL  
11 STATE. THAT WAS THE STATEMENT THAT WAS BEING MADE, TO KEEP IT  
12 IN OPEN SPACE. ON THE FINAL MAP, THE PROPERTY OWNER SIGNED A  
13 STATEMENT RELINQUISHING HIS RIGHT TO DEVELOP THE OPEN SPACE  
14 LOT. THE RESTRICTION THAT PRECLUDES DEVELOPMENT OF THE OPEN  
15 SPACE LOT SHOWS UP ON OUR TAX ASSESSOR'S RECORDS. SO IT SHOWS  
16 UP ON THE TAX ASSESSOR'S RECORDS. THE ASSESSOR CURRENTLY  
17 PLACES THE VALUE ON THE LOT AT \$6.00. \$6.00. WHILE I HAVE  
18 SUPPORTED EQUESTRIAN FACILITIES IN OPEN SPACE AREAS ON MANY  
19 PROJECTS, THAT'S NOT THE REAL ISSUE BEFORE THE BOARD TODAY.  
20 THE EQUESTRIAN FACILITIES WERE CONSTRUCTED WITHOUT COUNTY  
21 PERMITS IN WHICH A SITUATION, WHICH BOTH THE PROPERTY OWNER  
22 AND THE TENANT IGNORED FOR SEVERAL YEARS. THE STABLES ARE  
23 BEING USED IN AN EFFORT TO DEFLECT THE TENSION FROM A PROPOSAL  
24 THAT SIMPLY IS BAD PUBLIC POLICY. AS WE HEARD FROM THE  
25 DEPARTMENT, THERE ARE OTHER PROPOSALS BEING SUGGESTED RIGHT



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1 NOW OF USING OPEN SPACE, HAVING IT CONVERTED TO OTHER TYPES OF  
2 DEVELOPMENT, AND THAT'S CONTRARY TO THE COMMITMENT THAT A  
3 GOVERNING BOARD HAD MADE AT THE TIME OF CONSTRUCTION AND  
4 APPROVAL FOR THOSE DIFFERENT PROJECTS THAT HAVE COME BEFORE  
5 THE BOARD. THIS IS REALLY OPENING UP A PANDORA'S BOX. WHAT MAY  
6 HAPPEN TODAY IN ONE DISTRICT COULD HAPPEN IN YOUR DISTRICT  
7 TOMORROW AND I BELIEVE WE HAVE TO KEEP FAITH WITH THE  
8 COMMUNITY WHEN WE NEGOTIATE COMPROMISES. WE JUST HAD, IN A  
9 CASE THAT I HAD BEFORE THIS BEFORE, WHERE WE WERE ABLE TO  
10 INITIATE A COMPROMISE BETWEEN A RESIDENT WHO WANTS TO BUILD A  
11 2-STORY HOME AND HIS NEIGHBOR AND WE MADE A COMPROMISE IT  
12 WOULD BE ONE STORY. NOW, IF THEY GO BACK AND BUILD A TWO-STORY  
13 AND SAY THAT'S FINE, IT'S GOING AGAINST OUR WILL, OUR  
14 COMMITMENT. I BELIEVE WE HAVE A COMMITMENT, WE HAVE TO ABIDE  
15 BY OPEN SPACE COMMITMENTS. THAT'S WHERE I'M-- AND TO SAY THAT  
16 WE HAVE...

17  
18 **SUP. KNABE:** WELL, I THINK WE ALL DO. THAT'S WHY IT'S BETTER TO  
19 HAVE IT IN PUBLIC HANDS THAN PRIVATE HANDS. IT'S STILL  
20 VULNERABLE. YOU JUST WANT A ONE-SIZE-FITS-ALL, CONCERNED ABOUT  
21 THE...

22  
23 **SUP. ANTONOVICH:** THE POINT IS, WE WANT THE OPEN SPACE TO  
24 REMAIN OPEN SPACE, BE IT IN PRIVATE OR PUBLIC HANDS, I SUPPORT  
25 IN PUBLIC HANDS, AND WE'VE DONE THAT IN MANY OF OUR





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DEVELOPMENTS BUT OPEN SPACE IS THE ISSUE AND RETAINING IT IS  
2 WHAT'S IMPORTANT.

3

4 **SUP. MOLINA, CHAIR:** THAT'S THE WORD, OPEN SPACE, IT MUST BE  
5 MAINTAINED AS SUCH WHETHER IT'S PUBLIC OR PRIVATE. ALL RIGHT.  
6 WE HAVE ABOUT 10 PEOPLE WHO WISH TO ADDRESS US. WE'RE GOING TO  
7 LIMIT YOUR COMMENTS TO A MINUTE, IF YOU COULD...

8

9 **SUP. YAROSLAVSKY:** MADAM CHAIR, IF I COULD TAKE 60 SECONDS,  
10 BECAUSE I THINK IT WILL HELP ME IN THE PUBLIC TESTIMONY. I  
11 WOULD JUST LIKE YOU TO EXPLAIN TO ME, ON THE OVERHEAD PHOTO,  
12 IS THAT TRAPEZOIDAL LINE, THAT ORANGE LINE, THE PROPERTY IN  
13 QUESTION?

14

15 **FRANK MENESES:** THAT IS THE OUTLINE OF THE PROPERTY HERE.

16

17 **SUP. YAROSLAVSKY:** ALL RIGHT. WHAT IS THE PROPERTY TO THE SOUTH  
18 OF THAT HORIZONTAL LINE?

19

20 **FRANK MENESES:** THIS PROPERTY?

21

22 **SUP. YAROSLAVSKY:** YES.

23

24 **FRANK MENESES:** I BELIEVE THAT IS ZONED BY THE ERA DEVELOPMENT  
25 COMPANY.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY:** IT'S A DIFFERENT COMPANY THAN THESE FOLKS?

3

4 **FRANK MENESES:** THAT'S CORRECT. I'M NOT ENTIRELY SURE IF IT'S  
5 ERA BUT IT'S NOT OWNED BY THE SAME APPLICANT.

6

7 **SUP. YAROSLAVSKY:** WHAT ABOUT-- WELL, THERE'S NO OTHER-- ALL  
8 RIGHT. THANK YOU.

9

10 **SUP. MOLINA, CHAIR:** ALL RIGHT. FIRST WE'RE GOING TO BEGIN WITH  
11 MR. GORDON YOUDE, JAMES B. HALL AND LISA DEUSHANE. PLEASE JOIN  
12 US. WHO IS GOING TO BEGIN? SIR?

13

14 **GORDON YOUDE:** EXCUSE ME?

15

16 **SUP. MOLINA, CHAIR:** YOU'RE GOING TO BEGIN?

17

18 **GORDON YOUDE:** YES, I AM. THANK YOU VERY MUCH. MY NAME IS  
19 GORDON YOUDE AND I REPRESENT THE APPLICANT AND I MUST BE  
20 SITTING ON THE HOTTEST SEAT IN THIS ENTIRE AUDITORIUM AT THE  
21 MOMENT. I HAD SOME PREPARED REMARKS AND I AM GOING TO-- HAVING  
22 LISTENED TO THE DISCUSSION THAT PRECEDED THIS, I'M GOING TO  
23 DEVIATE FROM THOSE PREPARED REMARKS, WITH THE EXCEPTION THAT  
24 NOTING THAT WE ARE HERE BEFORE THE PLANNING-- BEFORE THE BOARD  
25 BECAUSE THE PLANNING COMMISSION WAS VERY UNCOMFORTABLE DEALING



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1 WITH THE OPEN SPACE ISSUE AND REFERRED IT TO THE BOARD AND  
2 WE'RE HERE CERTAINLY TO ADDRESS THAT ISSUE, AS WE HAVE IN SOME  
3 WRITTEN MATERIALS THAT HAD BEEN DISTRIBUTED TO THE BOARD  
4 OFFICES EARLIER THIS WEEK. THE PROJECT HAS BEEN CHARACTERIZED  
5 AS AN OPEN SPACE CONVERSION AND CLEARLY THAT'S THE NATURE OF  
6 DISCUSSION HERE. I WANT TO JUST QUICKLY REMIND YOU THAT THIS  
7 PROJECT STARTED IN 1977. IT COMPRISES 285 ACRES AND THAT THE  
8 ORIGINAL OPEN SPACE REQUIREMENT FOR THIS PROJECT WAS 50% OF  
9 THE 285 ACRES, WHICH IS 142.5 ACRES. I THINK WHAT  
10 DISTINGUISHES THIS PROPOSAL FROM OTHER PROPOSALS THAT YOU MAY  
11 HAVE CONSIDERED IS THAT WE ARE FULLY PREPARED TO DELIVER WHAT  
12 THE BOARD ORIGINALLY APPROVED, WHICH IS 50% OF THE ORIGINAL  
13 PROPERTY. IN FACT, WE CAN EXCEED THAT REQUIREMENT AND DELIVER  
14 MORE THAN 50% OF THE ORIGINAL PROPERTY INTO PUBLICLY USEABLE  
15 OPEN SPACE. PUBLICLY OWNED, PUBLICLY MAINTAINED AND, AS A  
16 RESULT OF THE PROPOSED DEVELOPMENT, WE'RE PREPARED TO PROVIDE  
17 A LIST OF COMMUNITY BENEFITS AS COMPENSATION, QUID PRO QUO AS  
18 YOU WILL, INCLUDING PROVIDING FOR THE MAINTENANCE OF THAT OPEN  
19 SPACE.

20  
21 **SUP. MOLINA, CHAIR:** THANK YOU, SIR. MR. HALL.

22  
23 **JAMES B. HALL:** THANK YOU, SUPERVISOR MOLINA. MY NAME IS JAMES  
24 HALL. I'M A CITY COUNCILMAN FOR THE CITY OF WALNUT. THE CITY  
25 OF WALNUT WAS KNOWN AS HORSE COUNTRY, IT WAS KNOWN AS CATTLE



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1 COUNTRY, JUST LIKE THE CITY OF ROWLAND HEIGHTS, DIAMOND BAR  
2 AND THE SURROUNDING CITIES. FOR MANY, MANY YEARS, THIS WAS A  
3 AREA THAT WAS DEDICATED TO THE DEVELOPMENT OF AGRICULTURAL  
4 PRODUCTS. NOW IT IS BECOMING MORE AND MORE ENCUMBERED WITH  
5 RESIDENTIAL USE. IT'S OUR-- IT IS A PROPOSAL THAT I HAVE THAT  
6 WE MAINTAIN THE 144-- 40 ACRES OF OPEN SPACE AS USED-- TO BE  
7 USED FOR THE CENTER FOR EQUINE EDUCATION, RECREATION AND  
8 THERAPY. AT THIS TIME RIGHT NOW, THE NATURE-- THE CONSERVANCY  
9 HAS A LOT OF CONCERNS ABOUT THE EXISTENCE OF ANIMALS AND  
10 WILDLIFE IN THE SAME AREAS OPEN SPACE. MY PARTICULAR FEELING  
11 IS THAT THIS AREA, THIS RANCH PROVIDES A DEFINITE BENEFIT FOR  
12 THE COMMUNITY, IT TEACHES THE YOUTH TO BE RESPONSIBLE, TO BE  
13 GOOD ADVOCATES FOR THE ANIMALS TO TAKE CARE OF THINGS AND IT  
14 PROVIDES GOOD SERVICE. WE WOULD ALSO LIKE TO SEE THIS AREA  
15 OPENED UP TO THE COUNTY OF LOS ANGELES BUT RETAINED BY A  
16 NONPROFIT AGENCY SO THAT WE CAN CONTINUE TO GROW AND DEVELOP  
17 EDUCATION RECREATION OF EQUINE AREAS. AND WE ALSO KNOW THAT  
18 WILDLIFE AND HORSES HAVE EXISTED FOR THOUSANDS AND THOUSANDS  
19 OF YEARS TOGETHER AND THEY GET ALONG JUST FINE. IT'S JUST  
20 SYNERGY. WHAT WE WOULD LIKE TO DEFINITELY SEE IS THE SUPPORT  
21 FOR CONTINUED EDUCATION, RECREATION AND THERAPY FOR THE  
22 DISABLED WITH HORSES. AND, INCIDENTALLY, WHEN WE TALK ABOUT  
23 THE THERAPY FOR THE DISABLED, LET'S REMIND OURSELVES OR AT  
24 LEAST LET IT BE KNOWN THAT, WHEN A HORSE IS WALKING AND A  
25 DISABLED CHILD IS SITTING ON THAT HORSE, IT EMULATES THE



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1 MOTION OR THE STEPS OF AN ADULT WALKING AND THAT ALSO HELPS TO  
2 STRENGTHEN THAT CHILD, BUILD THEIR CONFIDENCE AND ALSO GIVE  
3 THEM A BETTER OUTLOOK IN LIFE. THANK YOU.

4

5 **SUP. MOLINA, CHAIR:** THANK YOU, COUNCILMAN. MISS DEUSHANE.

6

7 **LISA DEUSHANE:** MY NAME IS LISA DEUSHANE AND I'M ACTUALLY A  
8 RESIDENT, MY HOME IS ADJACENT TO THE RANCH IN QUESTION. AND  
9 FROM THE RESIDENT'S POINT OF VIEW, WE CONSIDER IT AN ASSET TO  
10 THE COMMUNITY AND WE ENJOY THE PEOPLE AND THE ANIMALS THAT ARE  
11 ON IT. AND WHEN THEY FIRST PROPOSED TO TAKE IT AWAY, THERE WAS  
12 OVER 500 SIGNATURES STATING THAT THEY WOULD LIKE THE RANCH TO  
13 STAY WHERE IT IS AND WE ENJOY IT BEING THERE. THAT'S ALL I  
14 HAVE TO SAY.

15

16 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. NEXT WE HAVE MR. KEN  
17 GATES, MR. CHARLES WU AND SABRINA LEE.

18

19 **SUP. YAROSLAVSKY:** MADAM CHAIR, BEFORE...

20

21 **SUP. MOLINA, CHAIR:** IF THEY WOULD JOIN US.

22

23 **SUP. YAROSLAVSKY:** BEFORE THIS GENTLEMAN LEAVES, YOU'RE THE  
24 OWNER?

25



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1    **SUP. MOLINA, CHAIR:** NO. HE'S...

2

3    **GORDON YOUDE:** I'M THE APPLICANT.

4

5    **SUP. YAROSLAVSKY:** I MEAN THE APPLICANT.

6

7    **GORDON YOUDE:** YES, YES, SIR.

8

9    **SUP. YAROSLAVSKY:** DO YOU OWN THE PROPERTY?

10

11    **GORDON YOUDE:** WE DO NOT OWN THE PROPERTY.

12

13    **SUP. YAROSLAVSKY:** SO EXPLAIN.

14

15    **GORDON YOUDE:** WE HAVE THE PROPERTY UNDER CONTRACT. WE CONTROL  
16    THE PROPERTY VIA PURCHASE AND SALE AGREEMENT.

17

18    **SUP. YAROSLAVSKY:** IS THAT LIKE AN OPTION? YOU HAVE AN OPTION  
19    ON THE PROPERTY?

20

21    **GORDON YOUDE:** YES, YES, YES.

22

23    **SUP. YAROSLAVSKY:** OKAY. CAN YOU EXPLAIN TO ME HOW YOU PROPOSE  
24    TO FULFILL THE CONDITIONS OF THE SUBDIVISION? I DIDN'T



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1 UNDERSTAND YOUR 50% BUSINESS AND I'D LIKE TO UNDERSTAND, HOW  
2 DO YOU PROPOSE-- I'M READING THE CONDITION NUMBER 25.

3

4 **GORDON YOUDE:** 25, 26. I'M SURE YOU'RE REFERRING TO.

5

6 **SUP. YAROSLAVSKY:** I'M LOOKING AT 25, I GUESS, AND 26, IS  
7 AGREED TO DEDICATE ON THE FINAL MAP THE RIGHT TO RESTRICTED  
8 CONSTRUCTION OF RESIDENTIAL AND COMMERCIAL STRUCTURES TO THE  
9 COUNTY OF LOS ANGELES OVER THE OPEN SPACE LOTS. THOSE ARE THE  
10 OPEN SPACE LOTS. THAT COMPRISES HOW MANY ACRES? ABOUT...

11

12 **GORDON YOUDE:** THE EXISTING PARCEL IS 170 AND SOME CHANGE.

13

14 **SUP. YAROSLAVSKY:** 170. SO THAT WOULD BE THE-- NOW, ARE YOU  
15 PROPOSING TO-- IF YOU WERE TO GET THE RIGHT TO BUILD ON A  
16 PORTION OF THIS ACREAGE, TO REPLACE IT ACRE FOR ACRE IN A  
17 CONTIGUOUS ADJACENT PARCEL SO THAT THERE IS THE SAME AMOUNT OF  
18 OPEN SPACE AS THERE WAS WHEN THIS THING WAS APPROVED, OR  
19 REQUIRED WHEN APPROVED YEARS AGO?

20

21 **GORDON YOUDE:** LET ME CLARIFY THAT AND THEN ALSO MAKE THE  
22 OFFER. IT IS OUR BELIEF THAT WE MEET-- THAT THIS PROPOSAL  
23 MEETS THE ORIGINAL CONDITIONS, WHICH WAS 142.5. THERE'S AN  
24 EXISTING 12 ACRES-- YOU HAVE TO REMEMBER THIS IS A 1980S  
25 SUBDIVISION SUBJECT TO 1980 DEFINITIONS OF OPEN SPACE, BUT WE





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1 WOULD DEDICATE 144.5 OF THAT 170-ACRE PARCEL, PLUS THERE ARE  
2 ADDITIONAL ACREAGES IN THE EXISTING, SO WE WOULD EXCEED THE  
3 50% REQUIREMENT AND WE ARE ALSO OFFERING TO ACQUIRE AND  
4 DEDICATE ADDITIONAL ACREAGE IN THE AMOUNT OF THE 27.9, I  
5 BELIEVE IT IS, WHICH REPRESENTS THE DEVELOPMENT AREA.

6

7 **SUP. YAROSLAVSKY:** WHERE WOULD YOU ACQUIRE THAT?

8

9 **GORDON YOUDE:** WE WILL FIND THAT ACREAGE TO THE SATISFACTION OF  
10 THE DEPARTMENT.

11

12 **SUP. ANTONOVICH:** WHERE?

13

14 **GORDON YOUDE:** WE HAVE A COUPLE OF LOCATIONS IDENTIFIED AT  
15 PRESENT BUT WE ARE NOT-- HAVE NOT COMPLETED THAT-- WE CAN'T  
16 ACTUALLY GO IN AND, AND SERIOUSLY BEGIN TO DO THAT UNTIL--  
17 UNTIL THE SUPERVISORS GIVE US THE DIRECTION TO DO SO.

18

19 **SUP. YAROSLAVSKY:** ARE THEY CONTIGUOUS TO THE...

20

21 **SUP. ANTONOVICH:** CONTIGUOUS TO THE AREA-- IS IT CONTIGUOUS?

22

23 **SUP. YAROSLAVSKY:** WELL, TWO QUESTIONS. NUMBER 1, IS IT ONE 27-  
24 ACRE PARCEL THAT IS ALL CONTIGUOUS-- ALL THE ACREAGE



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1 CONTIGUOUS ONE TO THE OTHER AND THEN HOW CLOSE IS IT TO THIS  
2 PROPERTY? IS IT ADJACENT?

3

4 **GORDON YOUDE:** WE DO NOT HAVE A SPECIFIC PIECE OF PROPERTY  
5 IDENTIFIED TODAY. WE DO KNOW OF SOME ADJACENT ACREAGE.

6

7 **SUP. YAROSLAVSKY:** YOU JUST SAID THAT, MAYBE I MISUNDERSTOOD. I  
8 THOUGHT YOU SAID THERE WERE TWO PROPERTIES THAT YOU WERE  
9 LOOKING AT.

10

11 **GORDON YOUDE:** YES, ONE OF WHICH IS CONTIGUOUS. I CAN'T REALLY  
12 DISCUSS IT BECAUSE WE HAVE MADE NO SUCH ARRANGEMENT AND THE  
13 DISTRICT OFFICE HAS POINTED US...

14

15 **SUP. YAROSLAVSKY:** WHEN YOU SAY CONTIGUOUS, YOU MEAN THAT ALL  
16 27 ACRES ARE ALL ONE PARCEL, ONE PIECE?

17

18 **GORDON YOUDE:** THAT MAY BE USEABLE FOR THAT PURPOSE AND WE ALSO  
19 ARE AWARE OF OTHER PROPERTIES WITHIN THE DISTRICT THAT MAY BE  
20 AVAILABLE AND MAY BE DESIRED TO BE PURCHASED FOR OPEN SPACE.

21

22 **SUP. YAROSLAVSKY:** WITHIN WHAT DISTRICT?

23

24 **GORDON YOUDE:** WITHIN SUPERVISOR KNABE'S DISTRICT.

25



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1   **SUP. YAROSLAVSKY:** WELL, THAT'S A BIG DISTRICT. HOW ABOUT IN  
2   ROWLAND HEIGHTS?

3

4   **GORDON YOUDE:** WITHIN THE VICINITY OF THE PUENTE HILLS AREA.  
5   AND THAT'S AS CLOSE AS I CAN GET TO IT, I'M SORRY, SIR.

6

7   **SUP. MOLINA, CHAIR:** WE HAVE A MR. GATES. IS MR. WU HERE? THANK  
8   YOU. AND MISS LEE. MR. GATES.

9

10   **KEN GATES:** MY NAME IS KEN GATES. I'M A RANCH OWNER/WORKER. I  
11   JUST NEED TO SAY THAT THESE PEOPLE OFFERED TO HELP ME MAINTAIN  
12   THE RANCH, SO THAT'S THE ONLY OPTION I HAVE BESIDES THEM  
13   HAVING ME LEAVE AND THERE'S A WHOLE LOT OF PEOPLE WHO WOULD  
14   SURELY LOVE TO SEE THAT PLACE STAY AND I'M SORRY THAT I CAUSED  
15   THE TROUBLE THAT I DID. I'M SORRY.

16

17   **SUP. MOLINA, CHAIR:** VERY GOOD. MR. WU.

18

19   **CHARLES WU:** MY NAME IS CHARLES WU. I'M THE ATTORNEY  
20   REPRESENTING THE NEIGHBORING RIDGEWALL COMMUNITY. MAY I ASK  
21   FOR THREE MINUTES OF PRESENTATION INSTEAD OF ONE MINUTE?

22

23   **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'LL TRY AND ACCOMMODATE YOU  
24   AS MUCH AS POSSIBLE.

25



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1   **CHARLES WU:** THANK YOU VERY MUCH. GOOD MORNING. MAY IT PLEASE  
2   THE HONORABLE SUPERVISORS, MY NAME IS CHARLES WU. I'M THE  
3   ATTORNEY REPRESENTING THE NEIGHBORING RIDGEWALL HOMEOWNERS  
4   ASSOCIATION. IT IS COMPRISED OF 500 HOMES, 3,000 RESIDENTS  
5   COMMUNITY. WE HAVE POSSIBLY 30 CONSTITUENTS HERE TODAY, AS  
6   WELL AS THE MEDIA. I AM SURE YOU HAVE READ THE 90-PLUS PAGE  
7   MEMORANDA FROM THE DEPARTMENT OF REGIONAL PLANNING DATED  
8   AUGUST 25TH. IT'S A VERY-- IT IS A VERY EXTENSIVE MEMORANDUM  
9   THAT DESCRIBES THE PROJECT, GOING BACK TO THE 1970S THIS  
10   PROVIDES THE COMPLETE HISTORY OF THE PROJECT, LIKE THE  
11   APPLICANT SAID, GOING BACK TO '70S. THE DEPARTMENT OF REGIONAL  
12   PLANNING, THE EXPERT AGENCY HAS VOTED TO RECOMMEND TO THE  
13   BOARD OF SUPERVISORS DENIAL OF THIS APPLICATION. MR. HATO, THE  
14   DIRECTOR OF REGIONAL PLANNING MEMORANDUM, HE HAS PROVIDED A  
15   BACKGROUND FOR THE SUBJECT 170 ACRES, ALSO KNOWN AS LOT 6, AND  
16   I QUOTE FROM THE ORIGINAL PLANNING, SEPTEMBER 1, 2004  
17   RESOLUTION, ITEM NUMBER 11. "THE PROJECT SITE IS A PORTION OF  
18   A EARLIER SUBDIVISION, TENTATIVE TRACT MAP 34146, WHICH WAS  
19   APPROVED BY RPC BACK IN 1984. THE CONDITION OF APPROVAL OF  
20   36146 PROVIDED FOR THE PERMANENT RESTRICTION OF LOT 6." MR.--  
21   SUPERVISOR ANTONOVICH POINTED OUT EARLIER THAT WE'RE OPENING A  
22   PANDORA BOX HERE. THIS IS UNPRECEDENTED, AS YOU ALREADY  
23   POINTED OUT. IF THE SUPERVISOR WILL GO TO THE LAST EXHIBIT OF  
24   MY BRIEF THAT I SUBMITTED IN SEPTEMBER, IT SHOWS THE SUBJECT  
25   RESTRICTED THE-- IT'S A BLUE COLORED BRIEF. I WOULD LIKE TO



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1 POINT OUT, MORE IMPORTANTLY, THAT THE SUBJECT LOT 6 WAS A  
2 CONDITION GIVEN TO THE THEN APPLICANT, WHICH IS THE SAME  
3 APPLICANT TODAY, IN EXCHANGE FOR GRANTING HIM THE PROJECT  
4 TENTATIVE TRACT MAP 34136. THE OWNER OF THE PROJECT RECEIVED  
5 THE BENEFIT OF THE BARGAIN IN 1984. SO LET'S THINK ABOUT THIS.  
6 21 YEARS AGO, HE RECEIVED BENEFIT OF A BARGAIN THAT HE WOULD  
7 DEDICATE LOT 6 AS OPEN SPACE IN EXCHANGE FOR GETTING THE  
8 APPROVAL FOR 265 HOMES. NOW, LET'S FAST FORWARD TO TODAY. THE  
9 SAME APPLICANT IS ASKING FOR THE LAND HE DEDICATED AS OPEN  
10 SPACE TO BE GOING BACK TO HIM. I THINK THERE'S A FUNDAMENTAL  
11 FAIRNESS ISSUE HERE THAT IT IS NOT FAIR TO THE AREA RESIDENTS.  
12 SO I GO BACK TO MR. HARDLE'S RECOMMENDATION FOR DENIAL AND MR.  
13 HARDLE HAS SPENT A LOT OF TIME GENERATING THIS 91-PAGE  
14 MEMORANDUM AND HE DIDN'T DO IT JUST BECAUSE HE'S GOT NOTHING  
15 ELSE TO DO. BUT IN CLOSING, I KNOW I'M RUNNING OUT OF TIME, IN  
16 CLOSING, I WOULD LIKE TO SAY THAT THE RESIDENTS HAVE PLACED  
17 THEIR TRUST TO THEIR SUPERVISORS. THE WRONG THING TO DO, AND I  
18 EMPHASIZE THE WRONG THING TO DO, IS TO TAKE AWAY THE OPEN  
19 SPACE. THE RIGHT THING TO DO IS TO GO ALONG WITH THE  
20 RECOMMENDATION OF THE DEPARTMENT OF REGIONAL PLANNING.

21

22 **SUP. MOLINA, CHAIR:** THANK YOU, SIR. COULD WE HAVE MR. PAUL  
23 CHENG AND MR. RUSSELL BELL JOIN US AS WELL. MISS LEE.

24



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1   **SABRINA LEE:** HI. GOOD MORNING. MY NAME IS SABRINA LEE AND I AM  
2   A RESIDENT OF THE RIDGEMORE HOMEOWNERS ESTATES IN ROWLAND  
3   HEIGHTS. I'M ALSO THE CURRENT PRESIDENT OF OUR HOMEOWNERS  
4   ASSOCIATION. ENGLISH IS NOT MY MAJOR LANGUAGE. IT'S MY SECOND  
5   LANGUAGE, SO I WROTE THIS TWO-PAGE THING. I WANTED TO TESTIFY  
6   TODAY BUT I JUST REALIZED I ONLY HAVE ONE MINUTE, SO I DON'T  
7   THINK...

8

9   **SUP. MOLINA, CHAIR:** YOU CAN SUMMARIZE IT.

10

11   **SABRINA LEE:** SO I HAVE TO JUST READ...

12

13   **SUP. MOLINA, CHAIR:** YOUR ENGLISH IS VERY GOOD.

14

15   **SABRINA LEE:** THANK YOU. ANYWAY, TOGETHER WITH ME TODAY WE HAVE  
16   OTHERS, THREE BOARD MEMBERS WITH ME, MR. PAUL CHENG, MR. CANSO  
17   AND MRS. MARGARET LYNN AND ALSO THERE ARE ABOUT 18 TO 20  
18   HOMEOWNERS WITH US TODAY. WE TOOK A BIG BUS AND COME HERE  
19   TODAY TO SHOW OUR SUPPORT FOR CHARLES WU, OUR ATTORNEY WHO HAS  
20   REPRESENTED US SINCE 2001. IT'S BEEN, WHAT, THE PAST FOUR OR  
21   FIVE YEARS THAT WE'VE BEEN FIGHTING AGAINST E.P.A.C. PROJECT.  
22   AND WE THINK IT'S AN UNFAIR PROJECT. YOU KNOW, ALL THE REASONS  
23   HAS BEEN LISTED OUT. I THINK MOST OF THE SUPERVISORS HAVE  
24   ALREADY TOUCHED THE BASES OF IT, SO I JUST WANT TO REPEAT THAT  
25   WE DO NOT WANT THIS PROJECT AND IT'S NOT BECAUSE IT'S AT THE



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1 BACK OF OUR HILLS BUT IT'S, YOU KNOW, IT'S-- IT'S REALLY THE--  
2 IT'S THE OPEN SPACE THAT WE SACRIFICED-- WE BOUGHT THESE  
3 HOMES, SMALL LOTS, TRACT HOME FOR, WHAT, 6,000, 7,000 PER LOT.  
4 500 HOMES, WE HAVE. OKAY. WE SACRIFICED IN BUYING THESE LITTLE  
5 SMALL LOTS IN EXCHANGE FOR THE OPEN SPACE IN THE BACK OF IT,  
6 AND NOW THEY'RE GOING TO TAKE IT AWAY. I MEAN, YOU KNOW, IT'S  
7 JUST-- WE JUST CAN'T IMAGINE THAT. AND WE KNOW THAT, CHARLES  
8 HAS TOLD US THAT IT'S LEGALLY IT'S NOT EVEN-- IT'S BEEN  
9 DONATED BEFORE AS A MITIGATION AND, YOU KNOW, AND THE OWNER  
10 HAS ONLY PAID \$6 FOR THE LAST 26 YEARS. I MEAN, IF HE WOULD  
11 HAVE DONE SOMETHING FOR THE COMMUNITY, HE WOULD HAVE PAID ALL  
12 THE PROPERTIES TAXES PLUS INTEREST, WHATEVER, FOR ALL THESE  
13 YEARS AND WE'D BE RICH, I MEAN, THE ROWLAND HEIGHTS SCHOOL  
14 BOARD AND EVERYBODY. SO, I MEAN, YOU KNOW, THIS IS WHAT I'M  
15 GOING TO SAY.

16

17 **SUP. MOLINA, CHAIR:** THANK YOU, MISS LEE. SINCE YOU BROUGHT SO  
18 MANY PEOPLE, WHY DON'T YOU ASK THEM TO STAND, IF YOU WOULD.

19

20 **SABRINA LEE:** OH, FROM RIDGEMORE. STAND UP, PLEASE.

21

22 **SUP. MOLINA, CHAIR:** WELCOME. THANK YOU. THANK YOU, MISS LEE.

23

24 **SABRINA LEE:** THANK YOU.

25





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1   **SUP. MOLINA, CHAIR:** MR. CHENG, FOLLOWED BY MR. RUSSELL BELL  
2   AND THEN MIKE POPOVEC.

3

4   **PAUL CHENG:** HONORABLE SUPERVISORS, MY NAME IS PAUL CHENG. I'M  
5   ALSO A BOARD MEMBER AT RIDGEMORE ESTATE. ALREADY OUR LAWYERS  
6   AND THE HONORABLE MIKE ANTONOVICH AND HONORABLE YAROSLAVSKY  
7   HAS POINTED OUT THE LAND, IT'S OPEN SPACE, IT'S DEDICATED. WE  
8   TRULY DON'T THINK THAT IT SHOULD BE ALLOWED TO BE REDEVELOPED  
9   AGAIN AND WE HAD NO IDEA WHAT THE LANDOWNER'S ORIGINAL  
10   INTENTIONS 20 YEARS AGO WHEN THEY MENTIONED AND, FROM WHAT WE  
11   JUST HEARD, THEY STATED THAT THEY COULD NOT FIND AN AGENCY TO  
12   TAKE OVER THIS PARTICULAR DEDICATED OPEN SPACES AND PERSONALLY  
13   I WOULD IMAGINE MANY PEOPLE WOULD LOVE TO TAKE-- PUBLIC  
14   AGENCIES, PARK RECREATIONS, WILDLIFE SANCTUARY, THEY WOULD  
15   LOVE TO TAKE OVER A HUNDRED AND SOME ACRES SO THEY COULD BE  
16   DEDICATED FOR LATER GENERAL COUNTY OF LOS ANGELES PEOPLE'S  
17   BENEFIT AND ALSO AS-- FOR THE PREVIOUS-- CURRENT LAND OWNERS,  
18   THEY ONLY PAY \$6 A YEAR ON PROPERTY TAXES. AND IF THE LAND  
19   COULD BE USED AS EQUESTRIANS OR SANCTUARY OF SOME SORT,  
20   WOULDN'T THERE BE EMINENT DOMAIN IN THE PUBLIC FORUM THAT  
21   COULD BE USED? IT'S ONLY \$6 THEY PAY. APPRAISED FOR \$6.00.  
22   COUNTY MIGHT BE ABLE TO BUY IT FOR \$6 AND IT'S JUST MY  
23   OPINION. THANK YOU.

24

25   **SUP. MOLINA, CHAIR:** THANK YOU. MR. BELL.



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1

2 **RUSSELL BELL:** GOOD MORNING.

3

4 **SUP. MOLINA, CHAIR:** GOOD MORNING.

5

6 **RUSSELL BELL:** HONORABLE CHAIR, HONORABLE SUPERVISORS, MY NAME  
7 IS RUSSELL BELL, I LIVE IN ROWLAND HEIGHTS, I AM ON THE BOARD  
8 OF THE ROWLAND HEIGHTS COMMUNITY COORDINATING COUNCIL AS  
9 PREVIOUS PRESIDENT AND I COME HERE IN OPPOSITION TO THE  
10 E.P.A.C. DEVELOPMENT PROPOSAL. IT VIOLATES MANY THINGS  
11 IMPORTANT TO OUR COMMUNITY: TRAFFIC, DAMAGE TO OAK TREES,  
12 DAMAGE TO THE LOCAL NEIGHBORHOOD AND VIOLATING A TRUST. I WAS  
13 ASKED SEVERAL YEARS AGO BY THE HORSE PROPERTY, MR. GATES, TO  
14 HELP THEM IN THEIR ENDEAVOR TO BECOME IN COMPLIANCE WITH THE  
15 CODES AND I WAS THE ONE THAT SUGGESTED THAT THEY SEND THE 300-  
16 SIGNATURE PETITION TO SUPERVISOR KNABE. HOWEVER, LATER, AS I  
17 DISCOVERED, THEY WERE NOT-- PARDON ME. THEY WERE NOT AND COULD  
18 NOT BE IN COMPLIANCE WITH CODES, I HAD TO WRITE THEM A LETTER  
19 AND SAY THAT I COULD NOT ANY LONGER SUPPORT THAT. THE ALLOWING  
20 OF THIS PROPOSAL WOULD VIOLATE THE TRUST IN THE COMMUNITY OF  
21 ROWLAND HEIGHTS.

22

23 **SUP. MOLINA, CHAIR:** THANK YOU, SIR. MR. POPOVEC.

24



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1   **MIKE POPOVEC:** MY NAME IS MIKE POPOVEC. THANK YOU VERY MUCH. I  
2   AM THE PRESIDENT OF THE ROWLAND HEIGHTS COMMUNITY COORDINATING  
3   COUNCIL AND I'M ALSO A PAST TASK FORCE CHAIRMAN, SIERRA CLUB  
4   FOR THE PUENTE CHINO HILLS. GLAD TO-- REMEMBER IT'S CHRISTMAS.  
5   OKAY, FOLKS? THE PRESERVATION OF THE RURAL ATMOSPHERE OF OUR  
6   COMMUNITY IS INDEED ONE OF THE ISSUES, YOU KNOW, THAT OUR  
7   GENERAL PLAN PROVIDES FOR, BUT BESIDES THE PRESERVATION OF  
8   OPEN SPACE, I WANT TO REMIND YOU THAT THE PLAN ALSO PROVIDES  
9   FOR THE PRESERVATION OF SPECIMEN TREES, ESPECIALLY OAKS. THE  
10  REMOVAL OF OAK TREES REQUIRES A SPECIAL PERMIT IN ITSELF. IT  
11  MIGHT TELL YOU SOMETHING ABOUT THEIR IMPORTANCE TO THE NATURAL  
12  BIOTA. SUPERVISOR KNABE, YOU WILL RECALL THAT IT WAS JUST THIS  
13  YEAR THAT WE WERE ABLE TO OBTAIN THE 98 TREE MITIGATION FROM  
14  THE DEVELOPMENT IN 1986 OF VANTAGE POINT. YESTERDAY, I WENT  
15  THROUGH THE REGIONAL PLANNING COMMISSION WEBSITE, NOT BECAUSE  
16  I HAVE A WHOLE LOT OF TIME ON MY HANDS, BUT I DISCOVERED THAT  
17  THERE ARE OVER 200 PROJECT LISTINGS, CONDITIONAL USE PERMITS,  
18  OAK TREE PERMITS AND TENTATIVE TRACT OR PARCEL MAPS. OF THOSE  
19  APPLICATIONS, THE COMBINED NUMBER OF OAK TREES REQUESTING TO  
20  BE REMOVED IS ONLY 79. E.P.A.C. IS PROPOSING TO REMOVE 288. I  
21  DARESAY THAT ROWLAND HEIGHTS HAS GIVEN UP MORE THAN ITS FAIR  
22  SHARE OF OAK TREES. I ASK YOU, LIKE MY COLLEAGUES BEFORE ME,  
23  TO PLEASE GO ALONG AND DENY THIS APPLICATION. THANK YOU VERY  
24  MUCH.

25



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1   **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, SIR. ALL RIGHT. THE  
2   MOTION IS BEFORE US. THIS ISSUE IS CERTAINLY A CONTENTIOUS  
3   ISSUE IN MANY RESPECTS BUT I THINK IT SPEAKS MIGHTILY TO THE  
4   TRUST THAT VOTERS ENTRUST TO US ON A REGULAR BASIS. IF WE  
5   CANNOT KEEP OUR WORD, PARTICULARLY CONDITIONS THAT ARE  
6   NEGOTIATED AND EXPRESSED AND GO THROUGH A PROCESS, A PUBLIC  
7   PROCESS, I CAN'T IMAGINE WHAT KIND OF COMMITMENT WE WOULD BE  
8   MAKING TO THE PUBLIC EVERY SINGLE TIME MANY OF THESE ISSUES  
9   COME UP. I THINK THAT THIS SPEAKS TO THE INTEGRITY, NOT ONLY  
10   OF THE 5 OF US AS COMMISSIONERS, AS SUPERVISORS BUT IT REALLY  
11   SPEAKS TO THE INTEGRITY OF OUR OWN PROCESS AND THE COUNTY. I  
12   CAN'T IMAGINE THAT WE WOULD CHANGE THESE CONDITIONS THAT WERE  
13   VERY IMPORTANT THEN AND BECAUSE PUBLIC SPACE OR OPEN SPACE IS  
14   NOT A MAINTAINED PUBLIC SPACE WITH RECREATIONAL DOES NOT MEAN  
15   IT SHOULD NOT BE RESPECTED AS OPEN SPACE. WE GRANTED THOSE  
16   CONDITIONS BEFORE AND WE SHOULD TRY MAKE EVERY EFFORT TO HONOR  
17   THEM. SO I UNDERSTAND THAT YOU HAVE A MOTION, SUPERVISOR  
18   KNABE?

19  
20   **SUP. KNABE:** WELL, BASICALLY, I MEAN, I CONCUR WITH EVERYTHING  
21   YOU SAY, SUPERVISOR MOLINA. I JUST THINK THE DIFFERENCE HERE  
22   IS THAT I'M NOT ASKING TODAY, ONCE AGAIN, FOR APPROVAL OF A  
23   PROJECT BUT THERE ARE CERTAINLY PUBLIC BENEFITS HAVE COME TO  
24   THE FOREFRONT AFTER THE PLANNING COMMISSION, PARTICULARLY,  
25   AGAIN, AS YOU SAY, THE PUBLIC TRUST BUT, ON TOP OF THAT, TO



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1 SECURE THAT PUBLIC TRUST BY PUTTING THIS OPEN SPACE INTO THE  
2 HANDS OF A PUBLIC ENTITY VERSUS HAVING SOME FUTURE BOARD OF  
3 SUPERVISORS, NOT US BUT SOME FUTURE BOARD OF SUPERVISORS  
4 HAVING THAT OPPORTUNITY TO CHANGE IT, IF THERE'S A HOUSING  
5 CRUNCH. I MEAN, WHO KNOWS IN THE OUT YEARS. AND SO ALL I'M  
6 ASKING THAT WE DEFER THIS ITEM AND THE APPLICANT'S  
7 RECOMMENDATION FOR PUBLIC BENEFIT BACK TO THE REGIONAL  
8 PLANNING COMMISSION FOR FURTHER PROCEEDINGS AND LET THEM HOLD  
9 A COMMUNITY MEETING, LET THEM DEAL WITH THE ISSUE AND COME  
10 BACK. AND IT MAY BE, WHEN THEY COME BACK, THAT THE SAME  
11 RECOMMENDATION IS BEFORE US AND THEY RECOMMEND TO DENY. ALL  
12 I'M ASKING IS THAT WE HAVE THIS OPPORTUNITY TO MOVE IT BACK TO  
13 THE PLANNING COMMISSION, LET THEM DEAL WITH THE PUBLIC BENEFIT  
14 ISSUES, MAKE A RECOMMENDATION BACK TO US, AND THEN WE CAN MOVE  
15 ON. AND I KNOW THE CONCERN IN SOME OF THE OTHER DISTRICTS IS,  
16 YOU KNOW, THE EASIEST WAY, PARTICULARLY FOR THE PLANNING  
17 DEPARTMENT, IS TO HAVE, YOU KNOW, ONE-PLAN-SERVES-ALL BUT I  
18 THINK THE OPPORTUNITY TO CREATE AND PROTECT OPEN SPACE INTO  
19 THE PUBLIC ARENA VERSUS PRIVATE HANDS IS A MUCH MORE LONG-TERM  
20 BENEFIT TO ALL OF OUR CONSTITUENCIES. AND SO ALL I'M ASKING  
21 FOR IN THIS MOTION IS TO REFER IT BACK TO THE PLANNING  
22 COMMISSION AND I HAVE, YOU KNOW, ALL THE VARIOUS ITEMS, THE  
23 PUBLIC BENEFITS LISTED AND, YOU KNOW, LET THEM DEAL WITH IT  
24 THEN MAKE A RECOMMENDATION BACK TO US. SO THAT'S-- THAT'S MY  
25 MOTION.



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1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. IS THERE A SECOND TO THE  
3 MOTION? DIES FOR LACK OF A SECOND. SO WHAT IS BEFORE US IS--  
4 HELP ME.

5

6 **RICHARD WEISS:** MADAM CHAIR, YOU HAVE AN APPEAL AND A  
7 RECOMMENDATION ON A PLAN AMENDED BEFORE YOU. YOU NEED TO  
8 DISPOSE OF IT. SO IF THERE'S A SUBSTITUTE MOTION, IT WOULD BE  
9 APPROPRIATE FOR THE BOARD TO CONSIDER THAT.

10

11 **SUP. YAROSLAVSKY:** WHAT WOULD BE AN APPROPRIATE SUBSTITUTE?

12

13 **RICHARD WEISS:** IF THE BOARD IS NOT INCLINED TO ACCEPT  
14 SUPERVISOR KNABE'S IDEA OF REFERRING IT BACK, THEN A POSSIBLE  
15 MOTION WOULD BE TO RECOMMEND-- INDICATE AN ATTEMPT TO DENY THE  
16 PROJECT AND INSTRUCT US TO RETURN WITH FINDINGS FOR DENIAL.

17

18 **SUP. MOLINA, CHAIR:** I SO MOVE.

19

20 **SUP. YAROSLAVSKY:** I THINK I ASKED THIS QUESTION LAST TIME THIS  
21 WAS UP. WHAT IS TO PREVENT THE DEVELOPER FROM MAKING AN  
22 APPLICATION FOR A NEW-- YOU KNOW, STARTING FROM SCRATCH WITH A  
23 NEW APPLICATION WHICH WOULD GET HIM BEFORE THE PLANNING  
24 COMMISSION?

25



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1   **RICHARD WEISS:** WELL, THERE ARE TWO THINGS. THE COUNTY CODE  
2   PROHIBITS SOMEBODY WHO HAS RECEIVED A DENIAL OF A PROJECT FROM  
3   RETURNING WITH THE SAME OR A SUBSTANTIALLY SIMILAR PROJECT FOR  
4   A PERIOD OF ONE YEAR. HOWEVER, THIS PROJECT REQUIRES A PLAN  
5   AMENDMENT AND, IN THE ROWLAND HEIGHTS COMMUNITY PLAN, A PLAN  
6   AMENDMENT CAN ONLY BE INITIATED BY THE BOARD OR THE PLANNING  
7   COMMISSION. THE PLANNING COMMISSION DID INITIATE THIS PLAN  
8   AMENDMENT, THE ONE THAT'S BEFORE YOU, BACK IN 1994 TO ALLOW IT  
9   TO BE CONSIDERED. BUT A FUTURE PLAN AMENDMENT WOULD HAVE TO BE  
10  INITIATED EITHER BY THE COMMISSION OR BY THE BOARD.

11

12  **SUP. YAROSLAVSKY:** YOU KNOW, I JUST-- I THINK YOU MADE A  
13  MOTION. I'M GOING TO SUPPORT IT BUT I DO IT WITH THE FOLLOWING  
14  SUGGESTION. MY PROBLEM WITH THIS IS NOT WHAT YOU'RE TRYING TO  
15  DO IN A GENERAL WAY. IT'S WHEN IT GETS SPECIFIC THAT I HAVE  
16  PROBLEMS AND IT'S NOT YOUR SPECIFICS, IT'S THEIR SPECIFICS.  
17  AND IF THE APPLICANT WERE TO COME TO THE COUNTY WITH AN  
18  ALTERNATIVE THAT IS AS FAITHFUL TO THE ORIGINAL APPROVAL, AND  
19  I HAVE THE TRANSCRIPT OF THE ORIGINAL DISCUSSION FROM 1980  
20  SOMETHING RIGHT HERE, WHICH, BY THE WAY, CONTROVERTS WHAT THE  
21  APPLICANT TESTIFIED TO HERE A MINUTE AGO, I'M SURE, JUST BAD  
22  MEMORY, NO ATTEMPT TO SKEW THE FACTS, BUT EVERYBODY KNEW AT  
23  THAT TIME IT WAS 168 ACRES, EVEN THE APPLICANT OR THE OWNER AT  
24  THE TIME. THAT'S WHAT THE TRANSCRIPT SAYS. BUT NEVERTHELESS,  
25  IF THE APPLICANT CAME TO THE COUNTY WITH SOMETHING THAT WAS AS





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1 FAITHFUL OR MORE FAITHFUL TO THE ORIGINAL APPROVAL, THEN I'D  
2 BE OPEN TO IT. AND AS FAITHFUL OR MORE FAITHFUL WOULD BE, IF  
3 YOU WANTED TO ADD-- ASIDE FROM WHETHER THE WISDOM OF ADDING  
4 MORE UNITS, THAT'S NOT MY ISSUE HERE. I DON'T KNOW THAT IT'S  
5 ANYBODY'S ISSUE HERE EXCEPT FOR THE FOLKS WHO LIVE HERE,  
6 OBVIOUSLY, THAT'S AN ISSUE FOR THEM. BUT IF THEY CAME WITH 27  
7 ACRES ADJACENT TO THIS PROPERTY AND SAID, "WE'LL KEEP--" AND  
8 IT'S CONTIGUOUS TO THE BALANCE THAT WILL BE MAINTAINED IN OPEN  
9 SPACE AND CONVERT BOTH THE 27 ACRES AND THE BALANCE TO A  
10 PUBLIC AGENCY OR A QUASI PUBLIC AGENCY, HOWEVER YOU WERE GOING  
11 TO DO THIS, FOR OPEN SPACE, FOR PARK PURPOSES, RECREATION,  
12 WHATEVER IT IS, THAT WOULD BE-- THAT WOULD BE SOMETHING TO  
13 CONSIDER. THEN IT'S OKAY, IT'S REALLY A ONE-FOR-ONE DEAL,  
14 EXCEPT THAT THERE WILL BE-- HOW MANY HOUSES ARE THEY TALKING  
15 ABOUT DOING HERE? THERE WILL BE 45 NEW HOUSES THERE, WHICH IS--  
16 - THAT'S YOUR ISSUE WITH YOUR CONSTITUENTS. AND THAT'S-- I  
17 DON'T NEED TO GET INTO THAT BUT I-- THAT'S WHAT I WAS LOOKING  
18 FOR. AND RIGHT NOW THE APPLICANT IS OF THE OPINION THAT HE  
19 NEVER HAD-- THAT THE COUNTY NEVER REQUIRED 168, THAT IT WAS  
20 REALLY 140 SOMETHING, AND IT'S-- YOU KNOW, I DON'T EVEN WANT  
21 TO SPEND MY INTELLECTUAL ENERGIES, LIMITED AS THEY ARE, TRYING  
22 TO FIGURE THIS OUT WHEN THERE IS A DISCREPANCY BETWEEN WHAT  
23 THE RECORD SAYS AND WHAT AN APPLICANT IS SAYING TO US NOW. SO  
24 MY SUGGESTION, I'M GOING TO-- WELL, MY INCLINATION IS TO  
25 SUPPORT MS. MOLINA'S MOTION AND IF THERE'S A SERIOUS EFFORT TO



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1 RECONSTRUCT THIS THING, TO COME BACK, WIPE THE SLATE CLEAN,  
2 WORK WITH THE SUPERVISOR'S OFFICE, WORK WITH THE COMMUNITY  
3 WITHOUT HAVING A PUBLIC DISCUSSION ABOUT WHERE YOUR PROPERTY  
4 IS BECAUSE I UNDERSTAND IF YOU SAID YOU HAD-- YOU WERE GOING  
5 TO TALK TO THESE GUYS ABOUT BUYING 27 ACRES, THE PRICE OF  
6 POKER WOULD GO UP 10-FOLD INSTANTLY BUT COME TO US WITH A  
7 PACKAGE, COME TO THE COUNTY WITH A PACKAGE THAT MAKES SENSE  
8 INSTEAD OF PUTTING THE CART BEFORE THE HORSE. I'VE TRIED TO  
9 LOOK AT IT, DON, AS MUCH AS I CAN ON THIS GO-ROUND BUT I  
10 THINK, FOR THE REASONS WE'VE ALL SAID BEFORE, IT'S NOT A ONE-  
11 SIZE-FITS-ALL ISSUE. THIS PROPERTY ISN'T WORTH ANYTHING. WITH  
12 A STROKE OF THE PEN, WE'D BE GIVING IT HUMONGOUS VALUE. THAT'S  
13 THE FACT. AND WE OUGHT TO GET SOMETHING IN EXCHANGE FOR THAT  
14 AND NOT 45 MORE HOMES AND A LOSS OF SEVERAL DOZEN ACRES THAT  
15 WERE SUPPOSED TO BE AN OPEN SPACE ACCORDING TO THE ORIGINAL  
16 APPROVAL. THERE'S A WAY TO DO THAT, I THINK, BUT THIS HAS COME  
17 TO US-- I KNOW HOW THE COMMISSION DID ITS THING AND IT'S  
18 UNFORTUNATE THERE'S NOT A CLEANER, AN EASIER WAY FOR THIS TO  
19 GET BACK INTO THE PUBLIC DOMAIN AT THE COMMISSION LEVEL BUT  
20 MAYBE THAT CAN HAPPEN. AND I WOULD CERTAINLY ENTERTAIN  
21 SOMETHING ALONG THOSE LINES IF THERE WAS AN ALTERNATIVE THAT  
22 WAS AS GOOD OR BETTER THAN THE ORIGINAL APPROVAL, THEN I THINK  
23 IT'S-- THEN I THINK YOU CAN RATIONALIZE MAKING A MODIFICATION  
24 TO AN ORIGINAL CONDITION, AT LEAST I CAN.

25



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1 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT MOTION IS BEFORE US. IT'S  
2 BEEN MOVED AND SECONDED. ANY OTHER QUESTION OR COMMENT? MR.  
3 YAROSLAVSKY'S THE SECOND. I MOVED THE RECOMMENDATION AS  
4 OFFERED BY OUR COUNTY COUNSEL. SHOULD WE CALL THE ROLL?

5

6 **SUP. KNABE:** YES.

7

8 **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?

9

10 **SUP. YAROSLAVSKY:** YES.

11

12 **CLERK VARONA-LUKENS:** SUPERVISOR KNABE?

13

14 **SUP. KNABE:** NO.

15

16 **CLERK VARONA-LUKENS:** SUPERVISOR ANTONOVICH?

17

18 **SUP. ANTONOVICH:** AYE.

19

20 **CLERK VARONA-LUKENS:** SUPERVISOR MOLINA?

21

22 **SUP. MOLINA, CHAIR:** AYE.

23

24 **CLERK VARONA-LUKENS:** THE MOTION CARRIES 3-TO-1 WITH ONE  
25 ABSENCE.



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1

2 **SUP. MOLINA, CHAIR:** VERY GOOD. THAT ITEM IS APPROVED. ITEM  
3 NUMBER 5.

4

5 **CLERK VARONA-LUKENS:** COMBINED HEARING ON ZONE CHANGE AND  
6 CONDITIONAL USE PERMIT, CASE NUMBER 04021-5 TO AUTHORIZE  
7 ADDITIONAL STORAGE AND PARKING AREAS FOR THE CONTRACTORS  
8 EQUIPMENT RENTAL STORAGE YARD AND RELATED PARKING, PALMDALE  
9 ZONE DISTRICT PETITIONED BY HOWARD D. GROFF.

10

11 **SUP. MOLINA, CHAIR:** VERY GOOD. THANK YOU SO MUCH. WE HAVE A  
12 REPORT?

13

14 **SPEAKER:** THANK YOU, MADAM CHAIR, MEMBERS OF THE BOARD. THE  
15 AGENDA ITEM HAS BEEN RECOMMENDED FOR APPROVAL BY THE REGIONAL  
16 PLANNING COMMISSION. THE BOARD HAD CONDUCTED A HEARING ON  
17 SEPTEMBER 27TH, 2005 AND CONTINUED THE HEARING TO ALLOW THE  
18 APPLICANT AND ADJACENT PROPERTY OWNERS TO WORK OUT ISSUES  
19 DISCUSSED AT THE HEARING. TO MY LEFT IS THE STAFF PLANNER FOR  
20 THIS PROJECT, KIM ZALAE, AND WE ARE HERE TO ANSWER ANY  
21 QUESTIONS THAT THE MEMBERS OF THE BOARD MAY HAVE.

22

23 **SUP. MOLINA, CHAIR:** VERY GOOD. WELL, I TAKE IT THAT I HAVE  
24 WITH ME MR. PEARSON, MR. GROFF, AND MR. VEVZOSA, IS THAT



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1 CORRECT? OKAY. YOU MAY PROCEED IN WHATEVER ORDER YOU WOULD  
2 LIKE.

3

4 **HOWARD GROFF:** WELL, I'M MR. GROFF AND, AT OUR LAST HEARING ON  
5 THE 27TH, AS I UNDERSTAND IT, WE HAD NO OFFICIAL WRITTEN  
6 PUBLIC OPPOSITION TO OUR ZONE CHANGE FROM R-3 TO M-1-DP BUT,  
7 AT THE HEARING, WE HAD OPPOSITION FROM THE NEIGHBORS TO THE  
8 NORTH OF US, WHICH WE HAVE BEEN TRYING TO NEGOTIATE WITH THEM  
9 FOR OVER TWO YEARS IN GOOD FAITH FOR THE PURCHASE OF THE  
10 PROPERTY. AND, AT THIS TIME, TWO YEARS LATER, WE'RE STILL  
11 WORKING ON THE PIECE THAT WE BOUGHT OVER TWO YEARS AGO AND, AT  
12 THIS TIME, IT JUST DOESN'T MAKE ANY GOOD BUSINESS SENSE FOR US  
13 TO PURCHASE THE PROPERTY AT THIS TIME FOR THREE TIMES OVER THE  
14 COMPS IN THE AREA. SO I-- THAT'S ALL I HAVE TO SAY AS FAR AS  
15 THE PROPERTY TO THE NORTH OF US. AT THE LAST HEARING, MR.  
16 PEARSON, OUR REAL ESTATE BROKER IN THIS NEGOTIATIONS THAT HAD  
17 BEEN DEALING WITH LOPEZ FOR OVER TWO YEARS, WAS OUT OF TOWN,  
18 SO HE'S HERE NOW AND HE'S GOT A FEW COMMENTS AS FAR AS VALUE  
19 GOES AND OUR ATTEMPT TO TRY TO PURCHASE THE PROPERTY OVER THE  
20 LAST TWO YEARS.

21

22 **SUP. MOLINA, CHAIR:** THANK YOU. SIR?

23

24 **DICK PEARSON:** YEAH. MY NAME IS DICK PEARSON AND, FOR THE LAST  
25 20 YEARS OR SO, I'VE BEEN HANDLING THE REAL ESTATE MATTERS FOR



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1 THE GROFF FAMILY AND FOR NORTHRIDGE EQUIPMENT RENTALS AND I'M  
2 HERE TODAY TO COUNTER SOME FALSE STATEMENTS MADE AT THE LAST  
3 HEARING BY A MR. CASTILLO. AT THE LAST HEARING, MR. CASTILLO  
4 MADE NEGATIVE COMMENTS ABOUT THE EFFECT OF THIS ZONE CHANGE  
5 AND CONDITIONAL USE PERMIT ON THE NEIGHBORS AND I WOULD REMIND  
6 THE BOARD THAT NO WRITTEN PROTEST OF ANY KIND FROM ANY  
7 NEIGHBORS HAD BEEN SUBMITTED TO THAT DATE AND, AS A MATTER OF  
8 FACT, THE IMPROVED IMPROVEMENTS THAT NORTHRIDGE EQUIPMENT  
9 RENTALS WILL MAKE TO THE PROPERTY NEXT DOOR TO MR. LOPEZ'S  
10 WILL ACTUALLY, IN FACT, IMPROVE THE SITUATION FOR THE  
11 NEIGHBORS IN THE AREA IN MANY WAYS. THE FIRST WAY IS BY HAVING  
12 THE EQUIPMENT BEHIND A TALL BLOCK WALL, IT WILL COMPLETELY  
13 ELIMINATE THE VIEW AS FAR AS THAT PARCEL IS CONCERNED OF ANY  
14 EQUIPMENT. PRIOR TO NORTHRIDGE PURCHASING THE PROPERTY, IT WAS  
15 A WEED-FILLED LOT WITH A CHAIN LINK FENCE AND BROKEN DOWN  
16 TRUCKS WERE STORED ON IT FOR MANY YEARS. ALSO, INCLUDED IN THE  
17 IMPROVEMENTS THAT NORTHRIDGE IS GOING TO MAKE IS A 15-FOOT  
18 LANDSCAPED SETBACK BETWEEN THE SIDEWALK AND THE NEW WALL,  
19 WHICH WILL REPLACE THE WEED-FILLED LOT AND THE NEW BLOCK WALL  
20 WILL ALSO PARTIALLY HIDE THE UNSIGHTLY STORAGE OF OLD TRUCKS  
21 AND EQUIPMENT ON THE LOPEZ PROPERTY, INDICATED BY PHOTOS 1 AND  
22 2 THAT I SUBMITTED IN MY PACKAGE TO THE SUPERVISORS LAST WEEK.  
23 IN ADDITION, THE COMPLAINANT AT THE LAST HEARING SAID THAT THE  
24 ADDITION OF THIS PROPERTY FOR THE STORAGE OF EQUIPMENT WOULD  
25 INCREASE THE TRAFFIC ON 8TH STREET. THAT IS ALSO FALSE. THERE



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1 IS NO DRIVEWAY BEING PERMITTED ONTO 8TH STREET AND NO  
2 ADDITIONAL TRAFFIC ONTO 8TH STREET OF ANY KIND WILL BE THE  
3 RESULT OF THIS APPROVAL. IT'S A MATTER OF FACT THAT I WOULD  
4 REMIND THE SUPERVISORS THAT NORTHRIDGE EQUIPMENT RENTALS  
5 PRODUCES ONLY A SMALL PERCENTAGE OF THE TOTAL TRAFFIC ON 8TH  
6 STREET. THERE'S A SCHOOL BUS COMPANY, A CABLE COMPANY AND MANY  
7 OTHER COMMERCIAL ENTERPRISES PROVIDING MOST OF THE TRAFFIC ON  
8 8TH STREET, WHICH WILL NOW BE INCREASED GREATLY BY THE  
9 CONSTRUCTION AND OPENING OF THE NEW SHERIFF'S STATION NEARBY.  
10 NEXT, MR. CASTILLO, AT THE LAST HEARING, STATED THAT THE  
11 OWNER, MR. GROFF, BLATANTLY REFUSED TO RETURN HIS CALLS. THAT  
12 IS ALSO FALSE. UPON MR. CASTILLO REACHING MR. GROFF'S OFFICE,  
13 I WAS CONTACTED THE SAME DAY AND I MADE A CONTACT WITH MR.  
14 CASTILLO THE SAME DAY. MR. CASTILLO AND I DISCUSSED THE  
15 HISTORY OF MY NEGOTIATIONS WITH THE LOPEZ FAMILY ABOUT THEIR  
16 PROPERTY. I TOLD THEM THE HISTORY OF THE MANY TIMES THAT WE  
17 HAD TALKED AND I EXPLAINED TO HIM THAT, UPON OUR INITIAL  
18 CONTACT WITH MR. LOPEZ OCCURRED AFTER MR. GROFF AND NORTHRIDGE  
19 EQUIPMENT HAD PURCHASED A LOT NEXT DOOR TO HIM. WE EXPLAINED  
20 TO MR. LOPEZ THAT, SINCE WE WERE GOING TO BE IMPROVING THE LOT  
21 NEXT DOOR, IF WE CAN REACH AN AMICABLE SETTLEMENT, WE WOULD  
22 INCLUDE HIS PROPERTY IN THAT NEW DEVELOPMENT. AT THAT TIME,  
23 MR. LOPEZ AND HIS FAMILY, ALL OF WHICH SPOKE VERY GOOD ENGLISH  
24 AT OUR MEETINGS, EXPLAINED TO ME THAT, SINCE HE FELT THAT HE  
25 WAS UNABLE TO MOVE AND REPLACE HIS PROPERTY AT THAT TIME, IT





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1 WOULD BE VERY DIFFICULT FOR HIM TO SELL TO US. HE ASKED ME  
2 WHAT I THOUGHT THE PROPERTY WOULD BE WORTH AND I PRESENTED TO  
3 HIM COMPARABLE SALES IN THE NEIGHBORHOOD. I TOLD HIM THAT,  
4 ALTHOUGH NORTHRIDGE WAS NOT PREPARED, AT THIS POINT IN TIME,  
5 TO MAKE A PROPOSAL, THAT I WAS PREPARED TO RECOMMEND TO  
6 NORTHRIDGE THAT THEY MAKE A PROPOSAL TO PURCHASE THE PROPERTY  
7 AND I TOLD THEM THE FIGURE. AT THAT TIME, HE SAID, "OH, DEAR,  
8 I WOULD HAVE TO HAVE TWICE THAT MUCH MONEY BEFORE I COULD  
9 CONSIDER SELLING." THE DISCUSSIONS ENDED WITH PLEASANTRIES. WE  
10 WERE NOT CONTACTED AGAIN BY THE FAMILY FOR SEVERAL MONTHS.  
11 UPON THAT TIME, A LADY REPRESENTING HERSELF AS HIS NIECE  
12 CONTACTED MY OFFICE. I SPOKE WITH HER. SHE SAID, WELL, NOW  
13 THEY WOULD CONSIDER SELLING BUT NOW THE PRICE HAD DOUBLED  
14 AGAIN. I EXPLAINED TO HER THE REASON NORTHRIDGE-- THE ONLY  
15 REASON NORTHRIDGE HAD FOR PURCHASING THE PROPERTY WAS THE  
16 STORAGE OF EQUIPMENT AND, AS SUCH, THE AREA COMPARABLE VALUES  
17 FOR THAT TYPE OF PROPERTY WERE FAR, FAR LESS THAN THE ORIGINAL  
18 PROPOSAL I HAD SUGGESTED. SHE SAID, WELL, THEY WOULDN'T BE  
19 INTERESTED IN EVEN ANY FURTHER DISCUSSIONS UNLESS THE PROPERTY  
20 WAS FOUR TIMES WHAT WE HAD ORIGINALLY PRESENTED. SO NO CONTACT  
21 WITH THE LOPEZ FAMILY OCCURRED AFTER THAT AND NONE UNTIL I  
22 SPOKE WITH MR. CASTILLO. THE END OF MY CONVERSATION WITH MR.  
23 CASTILLO, HE SAID, "WELL, IF YOU GUYS AREN'T GOING TO GIVE US  
24 WHAT WE WANT, THEN WE'RE GOING TO COME TO THE HEARING ON THE  
25 27TH AND OBJECT." AND THAT ENDED OUR CONVERSATION AT THAT



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1 POINT. I HAVE ALSO PRESENTED, IN MY PACKET OF INFORMATION TO  
2 THE SUPERVISORS, BACKUP INFORMATION REGARDING HOW I EVALUATED  
3 PROPERTIES IN THE AREA AND HOW I CAME TO MY SUGGESTION TO THE  
4 FAMILY. AT THIS POINT, BECAUSE OF THE LONG DELAY, OVER TWO  
5 YEARS IN THE PROCESS, AND THE GREAT EXPENSES OF PLANS AND  
6 PERMITS, IT IS NOW UNFEASIBLE FOR NORTHRIDGE RENTALS AND MR.  
7 GROFF TO CONSIDER THE PURCHASE OF THE LOPEZ PROPERTY. THANK  
8 YOU.

9

10 **KENNETH VEVZOSA:** I'M REPRESENTING THE ENGINEER OF RECORD FOR  
11 THIS PROJECT AND AT THE CURRENT TIME I HAVE NO COMMENTS.

12

13 **SUP. ANTONOVICH:** OKAY. ANY OTHER PEOPLE SIGNED UP TO SPEAK ON  
14 THIS ITEM? WHAT WE HAVE BEFORE US IS THE BOARD OF SUPERVISORS  
15 GRANTED THE APPLICANT A ZONE CHANGE FOR THE ADJOINING PROPERTY  
16 BACK IN 1976. SINCE THAT TIME, THE BUSINESS HAS OPERATED AS A-  
17 - WITHOUT ADVERSELY IMPACTING THE COMMUNITY. A PROPERTY THAT'S  
18 DESIGNATED ON THE ANTELOPE VALLEY AREA-WIDE GENERAL PLAN AS  
19 INDUSTRIAL. MANY OF THE PROPERTIES IN THE AREA HAVE  
20 REDEVELOPED FROM RESIDENTIAL TO COMMERCIAL AND INDUSTRIAL  
21 USES. THIS IS AN EXPANSION OF A MODEST BUSINESS THAT HAS  
22 SERVED THE LOCAL COMMUNITY FOR MANY YEARS. WITH RESPECT TO THE  
23 PROPOSED PROJECT, THERE'S NO CHANGE TO THE OPERATING HOURS,  
24 THERE'S NO CHANGE IN TRAFFIC CIRCULATION, AS ACCESS TO AND  
25 FROM THE EXPANSION AREA WILL BE TAKEN FROM THE ADJOINING



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1 PROPERTY OWNED BY THE APPLICANT AND TO MITIGATE IMPACTS TO  
2 NEIGHBORS, REGIONAL PLANNING AND STAFF HAVE INCORPORATED  
3 CONDITIONS RELATIVE TO THE WALLS AND LANDSCAPING SURROUNDING  
4 THE PROPERTY. THIS APPEAL SEEMS TO BE DRIVEN BY A FAILURE ON  
5 THE PARTIES TO COME TO THE TERMS AND REGIONAL PLANNING  
6 COMMISSION STAFF HAVE DETERMINED THAT THE APPROPRIATE FINDINGS  
7 CAN BE MADE TO SUPPORT THE APPROVAL OF THE ZONE CHANGE AND  
8 CONDITIONAL USE PERMIT, SO I'D MOVE THE DEPARTMENT'S  
9 RECOMMENDATIONS. SECONDED BY MR. YAROSLAVSKY. WITHOUT  
10 OBJECTION, SO ORDERED. NEXT ITEM. THANK YOU. OKAY, THAT  
11 CONCLUDES THE PUBLIC HEARING. WE WILL NOW GO TO--WHO'S UP,  
12 WHO'S NUMBER ONE TODAY? THIRD DISTRICT. SUPERVISOR  
13 YAROSLAVSKY.

14

15 **SUP. MOLINA, CHAIR:** SUPERVISOR YAROSLAVSKY, YOUR SPECIALS,  
16 PLEASE.

17

18 **SUP. YAROSLAVSKY:** ITEM NUMBER 7.

19

20 **SUP. MOLINA, CHAIR:** ITEM NUMBER 7. I HAVE AN AMENDMENT ON ITEM  
21 NUMBER 7 AND WE HAVE A COUPLE OF PEOPLE WHO WOULD LIKE TO  
22 ADDRESS THIS.

23

24 **SUP. KNABE:** I HAVE AN AMENDMENT AS WELL.

25



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1    **SUP. MOLINA, CHAIR:** RUEL NOLLEDO AND MIKI JACKSON, IF THEY  
2    WOULD JOIN US. AND I'M GOING TO FIND MY AMENDMENT. ALL RIGHT.  
3    HERE WE GO. THE REASON PROPOSED REDUCTIONS BY THE OFFICE OF  
4    THE A.I.D.S. PROGRAMS AND POLICIES HAS HIGHLIGHTED THE NEED  
5    FOR POTENTIAL CHANGE IN THE WAY THE O.A.P.P. ALLOCATES MONEY  
6    TO PROVIDERS. I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS,  
7    NUMBER 1, INSTRUCT THE O.A.P.P., THE COMMISSION ON H.I.V., THE  
8    C.A.O. AND THE AUDITOR-CONTROLLER TO ANALYZE THE NECESSITY OF  
9    THE CURRENT PRACTICE OF OVER- COMMITTING CONTRACTUAL AMOUNTS  
10   IN ANTICIPATION OF UNDER SPENDING BY PROVIDERS AND TO REPORT  
11   BACK WITHIN 30 DAYS WITH RECOMMENDATIONS FOR A NEW METHODOLOGY  
12   IMPLEMENTATION PLAN THAT DISCONTINUES THE OVER-COMMITMENT  
13   PRACTICE, DOES NOT INVOLVE ADDITIONAL SERVICE REDUCTIONS AND  
14   MAXIMIZES CARE ACT GRANT AWARDS TO THE EXTENT REQUIRED BY  
15   FEDERAL PARTNERS AND MOST BENEFICIAL OF THE COUNTY'S AWARD  
16   COMPETITIVENESS. AND, 2, TO INSTRUCT THE O.A.P.P. TO BEGIN THE  
17   DISCLOSING-- AND DISCLOSING ALL OF ITS OPERATIONAL AND SERVICE  
18   PROJECTIONS, BUDGET AND EXPENDITURE CATEGORIES, REGARDLESS OF  
19   FUNDING SOURCE, TO THE COMMISSION ON H.I.V. FOR PURPOSE OF  
20   PLANNING AND ALLOCATION AND MONITORING THE UTILIZATION OF  
21   H.I.V./A.I.D.S. FUNDING FOR THE H.I.V. CARE AND SUPPORT  
22   SERVICES. THAT IS MY AMENDMENT TO MR. YAROSLAVSKY'S MOTION.  
23   MR. KNABE, DO YOU WANT TO...  
24



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1   **SUP. KNABE:** YEAH, MY AMENDMENT IS THAT I'D LIKE TO AMEND THE  
2   RECOMMENDATION UNDER NUMBER 1 TO READ AS FOLLOWS: INSTRUCT THE  
3   O.A.P.P., IN CONJUNCTION WITH THE LOS ANGELES COUNTY  
4   COMMISSION ON H.I.V. TO REVIEW AND IDENTIFY ALL ADMINISTRATIVE  
5   COSTS INCLUDING ALL NET COUNTY COSTS IN AN AMOUNT SUFFICIENT  
6   TO MITIGATE THE PROPOSED 1.6-MILLION-DOLLAR CONTRACT SERVICE  
7   REDUCTION AND REPORT BACK TO THIS BOARD BY NOVEMBER 1ST AND  
8   THAT I BELIEVE IS NOT IN CONFLICT WITH YOUR MOTION.

9

10   **SUP. MOLINA, CHAIR:** I DON'T THINK IT'S IN CONFLICT WITH MR.  
11   YAROSLAVSKY'S MOTION, EITHER, SO THAT, I THINK, AS AMENDED,  
12   THAT'S BEFORE US. BUT WE HAVE TWO SPEAKERS, PLEASE. MIKI?

13

14   **MIKI JACKSON:** HI. FORGOT THE FOURTH TUESDAY IS HEARINGS DAY. I  
15   WANT TO CONGRATULATE SUPERVISOR YAROSLAVSKY AND MOLINA AND  
16   KNABE ON THIS MOTION. IT'S BADLY NEEDED. ESPECIALLY THE PART--  
17   WELL, THE CUTS ARE OFF BUT I WANT TO ALSO TALK ABOUT A LITTLE  
18   BIT ABOUT THE DISCLOSURE OF BUDGETS AND WHERE THE MONEY'S  
19   GOING. THIS IS SOMETHING A.H.F. HAS TRIED-- WE TRIED FOR YEARS  
20   TO GET DONE. WE USED FREEDOM OF INFORMATION, EVERYTHING AND WE  
21   NEVER GOT A CLEAR AND PRECISE ACCOUNTING. AND, AS MEMBERS OF  
22   THE SUNSHINE COALITION, WE ARE PARTICULARLY INTERESTED IN  
23   TRANSPARENCY, SO THIS IS A REAL IMPROVEMENT. I WANTED TO SPEAK  
24   TO THE INITIAL LETTER A LITTLE. THE LETTER THAT WENT OUT, I  
25   THOUGHT, WAS REALLY A VERY BAD PIECE OF WORK, A VERY HASHED UP



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1   PIECE OF WORK AND I THOUGHT PARTICULARLY TRYING TO CONFUSE THE  
2   ISSUE OF THE COUNTY SPENDING BY MENTIONING THE COMMISSION, THE  
3   H.I.V. COMMISSION WHEN IT WAS SIMPLY SPENDING ITS BUDGET,  
4   WHICH IS WHAT DEPARTMENTS DO. AND, WHEN MENTIONING A.H.F., WE  
5   FELT THAT THAT WAS A FORM OF RETALIATION. WE WERE EXPENDING  
6   MONEYS THAT WERE GIVEN TO US BY THE COUNTY TO DO CLIENT  
7   SERVICES, WHICH IS WHAT ANY PROVIDER IS SUPPOSED TO DO. YOU  
8   COULD HAVE FISHED ANY PROVIDER THAT EXPENDS COUNTY MONEY UP  
9   AND PUT THEM IN THAT LETTER AND SAID, BECAUSE THEY'RE  
10   EXPENDING THE MONEY THAT WAS ALLOCATED TO THEM, WE DON'T HAVE  
11   IT. AND IT WAS INTERESTING TO ME THAT THEY CHOSE A.H.F. WE'VE  
12   EXPERIENCED A LOT OF RETALIATION AND I THINK THIS WAS ANOTHER  
13   PART OF IT. YOU KNOW, THEY WERE JUST, TO ME, TRYING TO CONFUSE  
14   THE ISSUE OF OUT OF CONTROL ATTEMPTS AT COUNTY SPENDING, WHICH  
15   THE O.A.P.P. HAS LONG BEEN, I THINK, SPENDING IN AN OUT-OF-  
16   CONTROL FASHION. THE ATTEMPT TO GET TWO MORE FLOORS WHEN THEY  
17   HAVE EMPTY CUBICLES NOW WAS ABSURD AND, IF THE COUNTY WANTED  
18   THEM TO HAVE TWO MORE FLOORS, THEN THE COUNTY CAN PAY FOR IT.  
19   DON'T DO THIS ON THE BACKS OF PATIENTS, PEOPLE WITH A.I.D.S.  
20   AND I WAS ALSO VERY ALARMED AT THE ATTEMPT, I THINK, TO OFFSET  
21   A COUNTY DEPARTMENT BUDGET, THE AUDITOR-CONTROLLER, WITH  
22   A.I.D.S. MONEY, TRYING TO PULL A.I.D.S. MONEY OUT OF SERVICES  
23   AND INTO DEFRAY COUNTY BUDGES THAT ARE ALL-- THESE DEPARTMENTS  
24   ALREADY HAVE BUDGETS. ALL THEY WERE DOING WAS WHAT THEY'RE  
25   BUDGETED TO DO. AUDITS. SO I THOUGHT THAT THAT WAS A VERY BAD



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1 MOVE AND I AM VERY GLAD TO SEE THAT WE'RE REVERSING IT AND  
2 THAT WE'RE ALSO STRIKING SOME-- SOMETHING OF A BLOW FOR  
3 TRANSPARENCY IN AN OFFICE THAT HAS BEEN DOING ITS WORK SUB-  
4 ROSA FOR WAY TOO LONG.

5

6 **SUP. MOLINA, CHAIR:** THANK YOU, MISS JACKSON. MR. NOLLEDO?

7

8 **RUEL NOLLEDO:** GOOD MORNING, LIKE MIKI, I WANTED TO THANK THE  
9 SUPERVISORS FOR INTRODUCING THIS MOTION. I DO BELIEVE IT'S  
10 BADLY NEEDED. I WANT TO COMMENT A LITTLE BIT ABOUT THE RYAN  
11 WHITE CARE ACT CONTRACTS LETTER THAT WAS RELEASED BY O.A.P.P.  
12 DATED OCTOBER 7TH. THE LETTER MANDATES UP TO 9% IN CUTS IN  
13 DIRECT SERVICES FOR PEOPLE LIVING WITH H.I.V. AND A.I.D.S.,  
14 INCLUDING OUTPATIENT MEDICAL CARE, MENTAL HEALTH, HOME HEALTH  
15 CARE, TRANSPORTATION AND CASE MANAGEMENT. THE MANDATED CUTS  
16 TOTAL \$1.6 MILLION. THE O.A.P.P. LETTER BLAMES THESE CUTS ON  
17 UNANTICIPATED EXPENDITURES, SUCH AS THE 1.2 MILLION ANNUAL  
18 LEASE FROM OUR OFFICE SPACE FOR O.A.P.P., HALF A MILLION IN  
19 ANNUAL AUDIT FEES, 200,000 FOR H.R.S.A. MANDATED DATA  
20 REQUIREMENTS AND 850,000 FOR AN EXTENSION OF A.H.F.'S HOSPICE  
21 CONTRACT. THESE CUTS ARE TOTALLY UNACCEPTABLE. O.A.P.P. CANNOT  
22 BE ALLOWED TO BALANCE ITS APPETITE FOR MORE BUREAUCRACY  
23 AGAINST THE CARE AND TREATMENT FOR PEOPLE LIVING WITH H.I.V.  
24 AND A.I.D.S. THE LETTER COULD NOT HAVE COME AT A WORSE TIME.  
25 THE CARE ACT IS NOW OVERDUE FOR REAUTHORIZATION. THERE ARE





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1 POWERFUL FORCES IN CONGRESS AND IN THE ADMINISTRATION WHO  
2 WOULD BE HAPPY TO USE THIS LETTER AS AN EXAMPLE OF MISGUIDED  
3 PRIORITIES IN CARE ACT SPENDING. A.P.L.A. FEELS THAT THE  
4 LETTER, WITH ITS CALL FOR UNACCEPTABLE CUTS TO H.I.V. AND  
5 A.I.D.S. AND MEDICAL CARE AND DIRECT SUPPORT SERVICES  
6 DEMONSTRATES THE URGENT NEED FOR INCREASED TRANSPARENCY AND  
7 ACCOUNTABILITY OVER BOTH O.A.P.P. AND THE H.I.V. HEALTH  
8 COMMISSION. CURRENTLY, WE KNOW THAT O.A.P.P. OVERSEES A TOTAL  
9 BUDGET OF APPROXIMATELY 90 MILLION. IT'S MOSTLY CARE ACT  
10 FUNDING, PREVENTION AND STATE FUNDING AND COUNTY NET DOLLARS.  
11 TOGETHER, THE COMMISSION AND O.A.P.P. EMPLOYS SOME 250 FULL-  
12 TIME STAFF AT AN ANNUAL COST OF ABOUT 15 MILLION. O.A.P.P.  
13 REQUIRES EIGHT SERVICE PROVIDERS TO SPEND NO MORE THAN 10  
14 PERCENT OF CONTRACT AWARDS ON ALL ADMINISTRATIVE COSTS, DIRECT  
15 AND INDIRECT. WE'RE URGING THE BOARD TO DIRECT O.A.P.P. TO  
16 MEET THE SAME COST RATIO IN ITS OWN OPERATIONS. BUDGET CUTS  
17 REQUIRED FOR YEAR 16 OR REQUIRED BY FEDERAL CUTS IN THE FUTURE  
18 SHOULD COME OUT OF BUREAUCRATIC EXPENSES AND NOT SERVICES. AND  
19 IT'S IMPORTANT THAT THESE BUDGETS MUST BE MADE PUBLIC AND  
20 FULLY TRANSPARENT. CARE ACT PROGRAMS HAVE BEEN FLAT-FUNDED IN  
21 D.C. FOR NEARLY 5 YEARS. C.D.C. HAS REPEATEDLY CUT H.I.V.  
22 PREVENTION FUNDS. O.A.P.P.'S CUTS TO PROGRAMS BEGS THE  
23 QUESTION, WHY DO WE NEED AN OVERBLOWN BUREAUCRACY TO MANAGE AN  
24 EVER-SHRINKING POT OF MONEY WHEN THE ONLY THING THAT'S GROWING



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1 IN L.A. IS THE NUMBER OF PEOPLE LIVING WITH H.I.V. AND  
2 A.I.D.S.? THANK YOU.

3

4 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, SIR. ALL RIGHT. THAT  
5 CONCLUDES PUBLIC COMMENT. THE ITEM IS BEFORE US AS AMENDED.  
6 ANY QUESTION OR COMMENT? IS THERE ANY OBJECTION? IF NOT, SO  
7 ORDERED ON THAT ITEM. SUPERVISOR YAROSLAVSKY?

8

9 **SUP. YAROSLAVSKY:** I THINK THAT'S ALL I HAVE. OH, I'M SORRY. I  
10 HAVE SOME MOTIONS I WANT TO READ IN FOR NEXT WEEK, I'M SORRY,  
11 HANG ON A SECOND.

12

13 **SUP. MOLINA, CHAIR:** ALL RIGHT.

14

15 **SUP. YAROSLAVSKY:** MADAM CHAIR, I HAVE-- I HAVE TWO MOTIONS I  
16 WANT TO INTRODUCE FOR NEXT WEEK. ONE OF THEM DEALS WITH THE  
17 ESTABLISHMENT OF AN ORDINANCE, AND I WON'T READ THE WHOLE  
18 THING BUT JUST THE RESOLVE PART, THAT THE COUNTY COUNSEL BE  
19 INSTRUCTED TO DRAFT AN ORDINANCE FOR THE BOARD'S  
20 CONSIDERATION, THIS IS A REVOLVING DOOR ORDINANCE AND RELATED-  
21 - RELATED PROVISIONS, THAT THE COUNTY COUNSEL BE INSTRUCTED TO  
22 DRAFT AN ORDINANCE FOR THE BOARD'S CONSIDERATION, SIMILAR IN  
23 NATURE TO THE LOS ANGELES CITY MUNICIPAL CODE WHICH WOULD  
24 RESTRICT COUNTY OFFICIALS AND EMPLOYEES FROM NEGOTIATING  
25 FUTURE EMPLOYMENT OR THE PROMISE OF INCOME WITH PERSONS WHO



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1 HAVE MATTERS PENDING BEFORE THEM OR BEFORE A BODY OF WHICH  
2 THEY ARE A MEMBER AND TO PROHIBIT ANY PERSON WHO HAS A MATTER  
3 PENDING BEFORE A COUNTY OFFICIAL OR BODY FROM NEGOTIATING  
4 FUTURE EMPLOYMENT OR THE PROMISE OF INCOME WITH THAT OFFICIAL  
5 OR MEMBER OF THAT BODY AND TO PROHIBIT ANY COUNTY OFFICIAL  
6 FROM USING HIS OR HER OFFICIAL POSITION TO INFLUENCE A  
7 DECISION INVOLVING THE INTERESTS OF A PERSON WITH WHOM HE OR  
8 SHE HAS AN AGREEMENT CONCERNING FUTURE EMPLOYMENT OR THE  
9 PROMISE OF INCOME. SUCH AN ORDINANCE SHOULD ALSO PROHIBIT PAID  
10 LOBBYING ACTIVITY BY FORMER COUNTY OFFICIALS AND EMPLOYEES  
11 CONCERNING MATTERS OVER WHICH THEY OR THEIR AGENCIES OR ANY  
12 COUNTY AGENCY IS APPROPRIATE HAVE JURISDICTION WITHOUT ANY  
13 TIME RESTRICTION FOR MATTERS ON WHICH THE FORMER OFFICIAL OR  
14 EMPLOYEE WAS PERSONALLY AND SUBSTANTIALLY INVOLVED AND FOR ONE  
15 YEAR ON OTHER MATTERS. THAT'S FOR NEXT WEEK. THE SECOND  
16 MOTION, WHICH IS BEING INTRODUCED BY MR. ANTONOVICH AND MYSELF  
17 OR MYSELF AND MR. ANTONOVICH, THE AUDITOR-CONTROLLER HAS  
18 RELEASED HIS REPORT ON CERTAIN COUNTY LEASING TRANSACTIONS FOR  
19 THE DEPARTMENT OF PUBLIC SOCIAL SERVICES FACILITIES. IN THE  
20 REPORT, THE AUDITOR-CONTROLLER INDICATES THAT THE UNITED  
21 STATES DEPARTMENT OF HEALTH AND HUMAN SERVICES DIVISION OF  
22 COST ALLOCATION HAS RAISED QUESTIONS CONCERNING THE LEASED  
23 STRUCTURES AT FOUR OF THESE FACILITIES. HEALTH AND HUMAN  
24 SERVICES HAS EXPRESSED CONCERN ABOUT THE APPROPRIATENESS OF  
25 OPERATING LEASES FOR \_\_\_\_\_ PROGRAMS AND ABOUT THE



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1 ALLOWABILITY OF LEASE COSTS AT THE FOUR FACILITIES. IN  
2 RESPONSE, THE AUDITOR-CONTROLLER ADVISED H.H.S. THAT THE  
3 COUNTY ACCEPTS THE CONCLUSIONS INDICATED IN H.H.S.'S LETTER  
4 AND IS TAKING VARIOUS ACTIONS TO BRING OUR EXISTING AND FUTURE  
5 LEASES INTO CONFORMITY WITH FEDERAL REQUIREMENTS. THE AUDITOR-  
6 CONTROLLER HAS PROPOSED TO THIS BOARD THAT, IN THE FUTURE, HIS  
7 OFFICE BE REQUIRED TO REVIEW ALL LEASES THAT INVOLVE  
8 SUBVENTION BY THIRD PARTIES TO ENSURE FEDERAL AND STATE  
9 GUIDELINES ARE FOLLOWED. THE BOARD SHOULD FORMALLY-- EXCUSE  
10 ME. THE BOARD SHOULD FORMALLY ADOPT THE AUDITOR-CONTROLLER'S  
11 RECOMMENDATIONS. THE BOARD SHOULD ALSO INSTRUCT ITS STAFF TO  
12 REVIEW THE LEASES IN QUESTION AND TO RECOMMEND ANY LEGAL OR  
13 ADMINISTRATIVE ACTION AVAILABLE TO THE COUNTY AT THIS TIME TO  
14 RECOUP REVENUES LOST AS A RESULT OF THE H.H.S.  
15 RECOMMENDATIONS. WE THEREFORE MOVE THAT THE RECOMMENDATIONS  
16 CONTAINED IN THE AUDITOR-CONTROLLER'S LETTERS OF OCTOBER 18TH,  
17 2005, TO THIS BOARD AND TO THE U.S. DEPARTMENT OF HEALTH AND  
18 HUMAN SERVICES BE ADOPTED. THE RECOMMENDATIONS ARE AS FOLLOWS:  
19 THE AUDITOR-CONTROLLER WILL BE REQUIRED TO REVIEW ALL LEASES  
20 THAT INVOLVE SUBVENTION BY THIRD PARTIES TO ENSURE FEDERAL AND  
21 STATE GUIDELINES ARE FOLLOWED. 2: THE COUNTY WILL DEVELOP A  
22 FORMAL POLICY OF USING CAPITAL LEASES WHEN ENTERING INTO LONG-  
23 TERM BUILD-TO-SUIT LEASES WHERE THE COUNTY INTENDS TO OPERATE  
24 REIMBURSABLE PROGRAMS OVER AN EXTENDED PERIOD OF TIME. 3: THE  
25 AUDITOR-CONTROLLER WILL WORK WITH THE COUNTY'S DEPARTMENT OF



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1 PUBLIC SOCIAL SERVICES AND ALL OTHER DEPARTMENTS AS APPLICABLE  
2 TO MAKE ALL REQUESTED ADJUSTMENTS TO REIMBURSEMENT CLAIMS THAT  
3 HAVE PREVIOUSLY BEEN FILED ON THE FOUR FACILITIES. 4: FOR THE  
4 LEASE TERMS OF THE 4 FACILITIES, THE COUNTY AGREES TO CLAIM  
5 THE LOWER OF ITS ACTUAL COSTS OR THE REIMBURSEMENT LEVELS. 5:  
6 THAT THE COUNTY WILL ENSURE THE ADEQUACY OF DOCUMENTATION WHEN  
7 PROCURING BUILDING SPACE, INCLUDING BUILD-TO-SUIT LEASES,  
8 INCLUDING THE CRITERIA USED TO SELECT THE RECOMMENDED PROPOSAL  
9 AND THE REASONS FOR ANY VARIANCES FROM THE COUNTY'S STANDARD  
10 R.F.P. PROCEDURES. 6: THE COUNTY WILL INSTITUTE PROCEDURES TO  
11 SPECIFICALLY DEMONSTRATE AND DOCUMENT COMPLIANCE WITH FEDERAL  
12 GUIDELINES IN THE STATE'S HANDBOOK OF COST PLAN PROCEDURES FOR  
13 CALIFORNIA COUNTIES WHEN ENTERING INTO BUILDING SPACE RENTAL  
14 AGREEMENTS. 7: THE COUNTY WILL ENSURE THAT THE CONTRACTOR FOR  
15 THE WEST PICO BOULEVARD LEASE AND FOR OTHER LEASES, AS  
16 APPLICABLE, REQUIRES THE TRUSTEE TO ESTABLISH THE OPERATION  
17 AND MAINTENANCE RESERVE FUND AND THE RENEWAL AND REPLACEMENT  
18 FUND, AS REQUIRED BY THE LEASE. 8: AT THE END OF EACH FISCAL  
19 YEAR, THE COUNTY WILL ASSIGN RESPONSIBILITY TO RECONCILE  
20 PAYMENTS MADE FOR OPERATION AND MAINTENANCE EXPENSES FOR ALL  
21 LEASES REQUIRING THE COUNTY TO PAY THOSE EXPENSES TO ACTUAL  
22 EXPENDITURES INCURRED FOR THE FISCAL YEAR AND ADJUST THE  
23 PAYMENTS ACCORDINGLY. 9: THE COUNTY WILL ENSURE THAT THE  
24 TRUSTEE KEEPS ANY COUNTY ADDITIONAL PAYMENTS AND RESERVE FUND  
25 INTEREST NOT NEEDED TO PAY CURRENT EXPENSES IN THE TRUSTEES



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1 OPERATION OR MAINTENANCE FUND TO PAY FOR FUTURE EXPENSES OR IN  
2 THE OPERATION AND MAINTENANCE RESERVE FUND. WE FURTHER MOVE  
3 THAT THE BOARD INSTRUCT THE C.A.O. AND THE COUNTY COUNSEL TO  
4 REVIEW THE LEASES IN QUESTION AND TO RECOMMEND ANY LEGAL OR  
5 ADMINISTRATIVE ACTION AVAILABLE TO THE COUNTY AT THIS TIME TO  
6 RECOUP THE REVENUES LOST AS A RESULT OF THE H.H.S.  
7 RECOMMENDATIONS. THIS WILL BE FOR NEXT WEEK AS WELL. THAT'S  
8 ALL I HAVE.

9

10 **SUP. MOLINA, CHAIR:** I'M SORRY, MR. YAROSLAVSKY, THOSE ARE FOR  
11 NEXT WEEK, IS THAT CORRECT?

12

13 **SUP. YAROSLAVSKY:** YES.

14

15 **SUP. MOLINA, CHAIR:** VERY GOOD. THANK YOU. ALL RIGHT.  
16 SUPERVISOR KNABE.

17

18 **SUP. KNABE:** THANK YOU, MADAM CHAIR. I SO MOVE TODAY WE ADJOURN  
19 IN THE MEMORY OF MR. BOB CAMPBELL. BOB WAS A LONG-TIME FRIEND.  
20 HE IS SURVIVED BY HIS WIFE, JACKIE, AND FAMILY AND HE WILL BE  
21 SORELY MISSED BY HIS FAMILY AND FRIENDS.

22

23 **SUP. ANTONOVICH:** ADD ME TO THAT ONE.

24



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1   **SUP. KNABE:** ALSO THAT WE ADJOURN IN MEMORY OF MAE ROUSE, WHO  
2   PASSED AWAY RECENTLY. SHE'S A LONG-TIME RESIDENT OF CERRITOS  
3   AND WILL BE SORELY MISSED BY HER FAMILY AND FRIENDS. SHE'S  
4   SURVIVED BY HER HUSBAND, RON. ALSO THAT WE ADJOURN IN MEMORY  
5   OF CHARLES HENDERSON, THE YOUNG MAN OF 31 WHO PASSED AWAY  
6   UNEXPECTEDLY FROM A BLOOD CLOT IN THE BRAIN. HE WAS A RESIDENT  
7   OF LONG BEACH, HE WAS VERY ACTIVE IN THE LAKEWOOD COMMUNITY.  
8   ALSO PLAYED FOOTBALL AT COMPTON AND VIRGINIA STATE. HE WAS  
9   CURRENTLY OUR DEFENSIVE BACK COACH AT COMPTON COLLEGE. HE WAS  
10   A GREAT GUY. HE'S GOING TO BE MISSED BY FAMILY AND FRIENDS,  
11   AND OUR THOUGHTS AND PRAYERS ARE WITH THE FAMILY. ALSO THAT WE  
12   ADJOURN IN MEMORY OF ISABELLE HUNTER, WHO IS THE MOTHER OF  
13   MAURICE HUNTER, A LOS ANGELES COUNTY PARKS AND RECREATION  
14   EMPLOYEE, WORKED AT THE SOUTH AGENCY WHICH SERVES BOTH THE  
15   FOURTH AND SECOND DISTRICT. ALSO THAT WE ADJOURN IN MEMORY OF  
16   TOM MARVIN, A FORMER D.H.R. MANAGER AND LONG-TIME SOUTH BAY  
17   RESIDENT WHO PASSED AWAY ON OCTOBER 18TH AFTER A LONG BATTLE  
18   WITH CANCER. HE IS SURVIVED BY HIS WIFE, JUDY, BELOVED  
19   DAUGHTER, BRANDI, AND GRANDCHILDREN, TOMMY AND FAITH, WHO  
20   SPENT MANY HOURS WITH THEIR PAPA. HE'LL BE DEEPLY MISSED NOT  
21   ONLY BY HIS IMMEDIATE FAMILY BUT ALSO BY HIS MANY FAMILY AND  
22   FRIENDS AND CO-WORKERS HERE IN THE COUNTY FAMILY FOR HIS GREAT  
23   WISDOM AND WILLINGNESS TO MENTOR AND SHARE HIS KNOWLEDGE. ALSO  
24   THAT WE ADJOURN IN MEMORY OF JEWEL MORRISON, WHO PASSED AWAY  
25   ON OCTOBER 14TH. SHE WAS 100 YEARS OLD AND HER FAMILY MOVED TO





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1 LONG BEACH WHEN SHE WAS 5 AND HER FATHER BUILT SOME OF THE  
2 FIRST HOMES ON PINE AVENUE. THERE WAS NO SCHOOL UNTIL THE  
3 COMMUNITY BUILT A ONE-ROOM SCHOOLHOUSE ON LAND DONATED BY A  
4 NEIGHBOR, AMELIA ANDREWS BIXBY, WIFE OF GEORGE BIXBY OF THE  
5 BIXBY LAND COMPANY. SHE WILL BE SORELY MISSED BY FAMILY AND  
6 FRIENDS. ALSO THAT WE ADJOURN IN MEMORY, AS WAS MENTIONED, OF  
7 CONGRESSMAN BOB BATHAM AND DON WATT. I'M JOINING SUPERVISOR  
8 ANTONOVICH IN THOSE AS WELL. THOSE ARE MY ADJOURNMENTS, MADAM  
9 CHAIR.

10

11 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS.

12

13 **SUP. KNABE:** ITEM 17.

14

15 **SUP. MOLINA, CHAIR:** OKAY. ITEM 17. YOU HELD THAT ITEM AND MS.  
16 BURKE HAS AN AMENDMENT.

17

18 **SUP. KNABE:** ITEM 7. WHAT DID I SAY?

19

20 **SUP. MOLINA, CHAIR:** YOU HELD THAT ITEM. DID YOU HAVE QUESTIONS  
21 OR COMMENTS? MS. BURKE HAS A MOTION THAT I'M GOING TO READ IN.

22

23 **SUP. KNABE:** RIGHT AND I ALSO HAVE-- YEAH. LET ME GET ALL MY  
24 INFORMATION.

25



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1    **SUP. MOLINA, CHAIR:** LET ME GO AHEAD AND READ MS. BURKE'S  
2    MOTION ON THIS. I THINK THIS IS THE CORRECT ONE. YES. AND I'M  
3    CO-AUTHORING THIS WITH HER. THE ADVOCACY COMMUNITY AND THE  
4    EMPLOYEE UNIONS HAVE PARTNERED WITH THE COUNTY OF LOS ANGELES  
5    SINCE THE EARLY DEVELOPMENT STAGES OF LEADER IN ORDER TO  
6    ENSURE THAT OUR PROGRAM PARTICIPANTS RECEIVE THE HIGHEST  
7    QUALITY SYSTEM POSSIBLE. WITHOUT THE EXISTENCE OF THE LEADER  
8    SYSTEM, BOTH GROUPS HAVE CONSISTENTLY PROVIDED THE COUNTY WITH  
9    VALUABLE INSIGHT ABOUT ISSUES AND CONCERNS FROM PARTICIPANTS.  
10   SINCE THE EMPLOYEES AND THE COMMUNITY ADVOCATES PERSONALLY  
11   ASSIST PROGRAM PARTICIPANTS ON A DAILY BASIS, THEY'VE BEEN  
12   ABLE TO PROVIDE EXTREMELY VALUABLE INFORMATION THAT HAS  
13   ENHANCED THE COUNTY'S ABILITY TO QUICKLY PINPOINT PROBLEM  
14   AREAS, EVALUATE THE EFFECTIVENESS OF THE SYSTEM AND MAKE ANY  
15   NECESSARY CHANGES. AS THE COUNTY PREPARES TO RE-PROCURE THE  
16   LEADER SYSTEM, IT IS NOW MORE IMPORTANT THAN EVER THAT WE  
17   STRENGTHEN OUR LONGSTANDING RELATIONSHIP WITH THE COMMUNITY  
18   ADVOCATES AND THE EMPLOYEE UNIONS IN ORDER TO ENHANCE THE  
19   ELIGIBILITY TERMINATION COMPUTER SYSTEM FOR THE DEPARTMENT OF  
20   PUBLIC SOCIAL SERVICES. I THEREFORE MOVE THAT THE BOARD OF  
21   SUPERVISORS DIRECT THE DIRECTOR OF THE DEPARTMENT OF PUBLIC  
22   SOCIAL SERVICES, THE CIO, TO WORK IN CONCERT WITH THE  
23   INFORMATION SYSTEMS COMMISSION TO COLLECT AND EVALUATE THE  
24   CONCERNS AND SUGGESTIONS FROM THE COMMUNITY ADVOCACY GROUPS  
25   AND THE EMPLOYEE UNIONS WITH REGARD TO ANY NECESSARY



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1    ENHANCEMENTS AND MODIFICATIONS OF D.P.S.S. ELIGIBILITY  
2    DETERMINATION COMPUTER SYSTEM IN ANTICIPATION OF THE RE-  
3    PROCUREMENT OF LEADER AND FURTHER MOVE THAT THE BOARD DIRECT  
4    THE DIRECTOR OF D.P.S.S., C.I.O. AND THE I.S.C. TO WORK IN  
5    CONCERT WITH FAUGH CONSULTANTS TO EVALUATE THE SUGGESTIONS  
6    FROM THE ADVOCATES AND THE EMPLOYEE UNIONS AND TO PROVIDE  
7    QUARTERLY REPORTS TO THE BOARD THROUGHOUT THE PROCUREMENT  
8    PROCESS AND ANY FINDINGS AS WELL AS ANY RECOMMENDATIONS. THAT  
9    IS A MOTION BY MS. BURKE AND MYSELF. MR. KNABE.

10

11    **SUP. KNABE:** WELL, I THINK THE RECOMMENDATION BEFORE US IS  
12    PRETTY-- RATHER SIGNIFICANT. I MEAN, ULTIMATELY, I THINK THE  
13    STATE AND FEDS HAVE THE FINAL SAY IN WHAT WE DO HERE BUT YOU  
14    INDICATE IN THE BOARD LETTER THAT YOU ARE ASKING FOX SYSTEM TO  
15    DEVELOP A RISK MITIGATION PLAN. CAN YOU EXPLAIN WHAT THIS IS?  
16    WHAT YOU MEAN BY RISK MITIGATION PLAN?

17

18    **BRYCE YOKOMIZO:** MADAM CHAIR, MEMBERS OF THE BOARD, BRYCE  
19    YOKOMIZO, D.P.S.S. AND JOINING ME TODAY ARE CHIEF DEPUTY LISA  
20    NUNEZ, WHO RUNS OUR I.T. OPERATION, AS WELL AS C.I.O. JON  
21    FULLINWIDER. SUPERVISOR KNABE, THE RISK MITIGATION PLAN IS  
22    SIMPLY FOR OUR COUNTY TO BE POSITIONED WELL WITH REGARD TO THE  
23    FUTURE OF LEADER. WE WANT TO ENSURE THAT ANY SYSTEM THAT WE  
24    GET IS ONE THAT'S, NUMBER 1, GOING TO BE COST EFFECTIVE AND,  
25    NUMBER 2, IT'S GOING TO BE ONE THAT HAS GOT THE BEST REFRESH



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1 OF OUR TECHNOLOGY. AND BY GETTING THE CONSULTANT ON BOARD,  
2 IT'S GOING TO ENSURE THAT WE REALLY HAVE GOOD CONSULTATIVE  
3 SERVICES TO ENSURE THAT OUR RISKS OVERALL FOR THE FUTURE ARE  
4 MITIGATED.

5

6 **SUP. KNABE:** ONE OF THE TASKS THAT YOU'RE GOING TO BE ASKING  
7 THE CONTRACTOR TO DO IS REVIEW AN UNSOLICITED PROPOSAL FROM  
8 UNISYS TO CONTINUE TO OPERATE LEADER. WILL THE STATE AND FEDS  
9 BE OPEN TO THE IDEA OF US ENTERTAINING AN UNSOLICITED OFFER?

10

11 **BRYCE YOKOMIZO:** SUPERVISOR, I THINK THE STATE AND THE FEDS ARE  
12 ALWAYS GOING TO BE OPEN TO AN UNSOLICITED PROPOSAL. OUR  
13 POSITION...

14

15 **SUP. KNABE:** WHAT MAKES YOU THINK THAT?

16

17 **BRYCE YOKOMIZO:** THEY WILL ALWAYS CONSIDER ONE. IT DOESN'T  
18 NECESSARILY MEAN THAT THEY WOULD APPROVE IT. WHAT WE WOULD  
19 WANT TO DO IS HAVE FOX CONSULTING ON BOARD TO HELP US ASSESS  
20 THAT UNSOLICITED PROPOSAL, TO DETERMINE WHETHER OR NOT IT  
21 MEETS OUR NEEDS AND THEN DETERMINE, AT THAT POINT, WITH A  
22 RECOMMENDATION FIRST TO THIS BOARD, WHAT THE OUTCOME OF THAT  
23 EVALUATION IS AND THEN WE'LL KIND OF TAKE IT FROM THERE.

24



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1   **SUP. KNABE:** WHAT'S THE TIME FRAME FOR ALL THESE TASKS THAT  
2   YOU'RE GOING TO BE ASKING FOX SYSTEM TO PERFORM?

3

4   **BRYCE YOKOMIZO:** THE UNSOLICITED PROPOSAL WILL TAKE  
5   APPROXIMATELY 30 DAYS FOR AN EVALUATION. THAT'S FROM THIS  
6   POINT ON. SO, SOME TIME NEXT MONTH, WE SHOULD HAVE THE  
7   COMPLETION OF THE UNSOLICITED. WITH REGARD TO AN OVERALL  
8   R.F.P., IF WE ULTIMATELY GO THAT ROUTE, THAT WOULD BE READY TO  
9   GO ABOUT APRIL OF NEXT YEAR.

10

11   **SUP. KNABE:** ALL RIGHT. THOSE ARE MY QUESTIONS. I'LL SAVE MY  
12   HISTORICAL ANALYSIS OF MY FAVORITE SUBJECT HERE UNTIL SUCH  
13   TIME AS THEY COME BACK. SUPERVISOR MOLINA, I'M THROUGH.

14

15   **SUP. MOLINA, CHAIR:** ALL RIGHT. WE HAVE A FRANK TAMBORELLO, WHO  
16   WOULD LIKE TO ADDRESS US. MR. TAMBORELLO? THANK YOU.

17

18   **FRANK TAMBORELLO:** GOOD AFTERNOON, SUPERVISORS. I'M FRANK  
19   TAMBORELLO OF THE L.A. COALITION TO END HUNGER AND  
20   HOMELESSNESS. AND I'M REPRESENTING TODAY A NUMBER OF COMMUNITY  
21   ORGANIZATIONS THAT WORK WITH CALWORKS AND FOOD STAMP  
22   PARTICIPANTS, ALONG WITH SOME ELIGIBILITY WORKERS, AND WE'RE  
23   ASKING THAT THE BOARD SUPPORT THE AMENDMENT OF THE CURRENT  
24   MOTION ON LEADER AND CALL FOR A STAKEHOLDER GROUP TO  
25   STRENGTHEN THE ROLE OF THE UNION AND COMMUNITY GROUPS IN THE



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1 PROPOSED PROCUREMENT PROCESS OF THE LEADER AUTOMATED  
2 ELIGIBILITY SYSTEM. WELL, AS MY BUTTON SAYS, IF THE PEOPLE  
3 LEAD, LEADER WILL FOLLOW. I'M REPRESENTING THE TWO  
4 CONSTITUENCIES THAT ARE MOST IMPACTED BY LEADER, WHICH ARE THE  
5 ELIGIBILITY WORKERS WHO HAVE TO USE IT EVERY DAY AND THE  
6 PUBLIC BENEFITS PARTICIPANTS. BOTH SUFFER LOST TIME, ANXIETY  
7 AND FRUSTRATION AND, IN THE CASE OF PARTICIPANTS, LOSS OF  
8 BENEFITS AND EVEN HUNGER AND HOMELESSNESS WHEN ERRORS IN THE  
9 LEADER SYSTEM RESULT IN MISTAKEN ACTIONS AND NOTICES OF ACTION  
10 TO PARTICIPANTS ARE INACCURATE. IN MARCH 2002, WE SUBMITTED TO  
11 THIS BOARD A LIST OF PROBLEMS WITH LEADER WHICH, FOR AWHILE,  
12 D.P.S.S. GAVE US PROGRESS REPORTS AFTER AGREEING TO ADDRESS  
13 THOSE ISSUES. A COUPLE OF MONTHS AGO, ADVOCATES, PARTICIPANTS  
14 AND ELIGIBILITY WORKERS GOT TOGETHER TO REVIEW WHAT WAS  
15 HAPPENING AND, BELIEVE ME, THAT'S NOT ALWAYS AN EASY GROUP TO  
16 GET TOGETHER. WE FOUND THAT A LOT OF THE SAME PROBLEMS ARE  
17 STILL OCCURRING, SUCH AS CLIENTS GETTING MULTIPLE NOTICES,  
18 CONTRADICTORY NOTICES, CALWORKS PARTICIPANTS NOT GETTING  
19 CREDIT ON THEIR 60 MONTH TIME LIMIT WHEN THEIR CALWORKS WAS  
20 REIMBURSED BY CHILD SUPPORT, ET CETERA. ALTHOUGH SOME PROBLEMS  
21 WERE ACKNOWLEDGED TO BE TRAINING ISSUES, THIS, IN FACT, POINTS  
22 OUT THAT THE SYSTEM NEEDS TO BE MORE USER FRIENDLY AND, MORE  
23 IMPORTANTLY, THAT THE ACTUAL WORKERS NEED TO BE PRESENT AT  
24 EVERY STAGE OF IMPLEMENTATION. IMAGINE A CAR BEING TESTED WITH  
25 NO DRIVERS OR PASSENGERS' INPUT. WELL, THE DRIVERS IN THIS



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1 CASE ARE THE ELIGIBILITY WORKERS. THE PASSENGERS ARE THE  
2 PARTICIPANTS. YOU SHOULD HAVE THEIR INPUT ON EVERY STEP OF THE  
3 WAY BECAUSE WE'VE BEEN SEEING THESE PROBLEMS FOR THE PAST  
4 SEVERAL YEARS. THIS IS A HUGE TAXPAYER ISSUE. WE ALL WANT TO  
5 SAVE MONEY. IT DOESN'T HELP ANYONE TO NOT HAVE THE INPUT OF  
6 THE WORKERS AND THE ADVOCATES. SO WE NEED THOSE PROGRESS  
7 REPORTS, AS MENTIONED IN THE AMENDMENT, AND RESPONSES AND AS  
8 MUCH DIRECT PARTICIPATION AS POSSIBLE. AND WHAT WE ACTUALLY  
9 NEED, IF IT WAS POSSIBLE FOR THE AMENDMENT TO SAY A  
10 STAKEHOLDER GROUP COMPOSED OF ADVOCATES, PUBLIC EMPLOYEES AND  
11 CLIENTS. RIGHT NOW, IT'S JUST VAGUE AND, BY DESIGNATING A  
12 STAKEHOLDER GROUP, THEN YOU HAVE SOMEONE TO HOLD MORE  
13 ACCOUNTABLE. THANK YOU VERY MUCH.

14

15 **SUP. MOLINA, CHAIR:** THANK YOU, SIR. ALL RIGHT. WE HAVE, AS  
16 AMENDED BEFORE US, ITEM NUMBER 17. ANY OTHER QUESTION OR  
17 COMMENT? ANY OBJECTION? IF NOT, SO ORDERED ON ITEM NUMBER 17.

18

19 **SUP. KNABE:** 27-E.

20

21 **SUP. MOLINA, CHAIR:** ITEM NUMBER 27-E.

22

23 **SUP. KNABE:** I HAD SOME QUESTIONS, EITHER FOR THE DEPARTMENT OR  
24 FOR THE C.A.O. ALL THE REPORTS THAT WE HAVE RECEIVED OVER A  
25 PERIOD OF TIME INDICATE A VERY LOW USAGE OF THE SERVICE WE'VE





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1 ALREADY PUT IN PLACE ON SKID ROW FOR THESE FAMILIES. WILL ALL  
2 OF THE NEW SERVICES WE'RE PUTTING DOWN THERE IMPROVE USAGE? I  
3 MEAN, DO WE HAVE SOME INDICATOR THAT-- I GUESS THERE'S A LOT  
4 OF THINGS IN PLACE BUT ARE WE TALKING ABOUT DUPLICATION OF  
5 WHAT WE HAVE IN PLACE? I DON'T KNOW. BRYCE OR MARV OR  
6 SOMEBODY. ALL OF THE ABOVE. I GUESS THE ISSUE, MY CONCERN IS,  
7 WE HAVE A NUMBER OF ISSUES THAT WE ARE-- A NUMBER OF SERVICES  
8 THAT WE'RE DOING FOR SKID ROW FAMILIES VERY SIMILAR TO THIS.  
9 IS THERE DUPLICATION OF THIS-- OF THESE SERVICES IN THIS  
10 PARTICULAR MOTION?

11

12 **BRYCE YOKOMIZO:** SUPERVISOR, THERE'S NOT A DUPLICATION BUT  
13 THERE CERTAINLY IS A NEED FOR BETTER COORDINATION AND I THINK  
14 THAT THE DEPARTMENT HEADS THAT SIGNED OFF ON THAT MEMO TO THE  
15 BOARD REALLY WANTED TO CONFIRM THEIR COMMITMENT TO DOING A  
16 BETTER JOB OF COORDINATING THE SERVICES DOWN IN THE SKID ROW  
17 AREA.

18

19 **SUP. KNABE:** DO WE HAVE ANY IDEA WHAT THIS ADDITIONAL STAFF OR  
20 RESOURCES? I MEAN, IS IT MUCH MORE THAN WHAT WE'RE DOING OR IS  
21 IT JUST A MATTER OF COORDINATION?

22

23 **BRYCE YOKOMIZO:** IT IS SOMEWHAT MORE THAN WHAT WE'RE DOING. WE  
24 HAVE A SIGNIFICANT NUMBER OF RESOURCES THERE NOW AND WE HAVE  
25 BEEN. THIS BOARD OF SUPERVISORS HAS WANTED TO REALLY WORK WITH



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1 HOMELESS FAMILIES AND HAS, AS EFFECTIVE IN DECEMBER OF LAST  
2 YEAR, MOVED TO HAVE HUMAN SERVICES DEPARTMENTS WORKING IN THE  
3 SKID ROW AREA. SO WE'VE BEEN DOING THAT FOR THE BETTER PART OF  
4 THIS YEAR.

5

6 **SUP. KNABE:** IS THERE SOME POINT GOING TO BE AN ANALYSIS DONE  
7 ON THE IMPACTS?

8

9 **BRYCE YOKOMIZO:** YES, SUPERVISOR. THE COMMITMENT MADE BY THE  
10 HUMAN SERVICES DIRECTORS WAS TO PROVIDE ONGOING REPORTS BACK  
11 TO YOUR BOARD.

12

13 **SUP. KNABE:** MONTHLY? QUARTERLY?

14

15 **BRYCE YOKOMIZO:** THAT IS A MONTHLY REPORT.

16

17 **SUP. KNABE:** THANK YOU.

18

19 **SUP. MOLINA, CHAIR:** BUT DO WE UNDERSTAND THAT WE NEED TO HAVE  
20 THE APPROPRIATE PROTOCOL IN PLACE? I THINK THAT IS WHAT'S  
21 UNCLEAR. WHAT IS THE PROPER PROTOCOL?

22

23 **BRYCE YOKOMIZO:** SUPERVISOR, YOU'RE RAISING A CRITICAL ISSUE  
24 BECAUSE, THROUGH OUR EXPERIENCE, WE'RE FINDING THAT, WHILE  
25 THERE ARE A NUMBER OF OUR FAMILIES THAT ARE HELPED BY OUR



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1 SERVICES, THERE ARE A NUMBER OF OUR FAMILIES THAT REFUSE  
2 SERVICES FROM US, SO WE NEED TO, AS WE EXPERIENCE THE WORK  
3 DONE IN THE SKID ROW AREA, WE NEED TO CONTINUE TO WORK  
4 TOGETHER TO FIND OUT THE BEST WAY TO SERVE OUR FAMILIES.

5

6 **SUP. MOLINA, CHAIR:** MEMBERS, JUST SO WE UNDERSTAND, WE HAVE  
7 BEEN WORKING ON THE ISSUES OF FAMILIES ON SKID ROW. IT IS VERY  
8 UNFORTUNATE THE NUMBER OF PEOPLE WE HAVE ON SKID ROW BUT I  
9 THINK THE MOST DISAPPOINTING ASPECT IS WHEN YOU SEE A CHILD ON  
10 SKID ROW. NOW, WE HAVE BEEN TRYING TO HAVE SPECIAL SERVICES  
11 OUT THERE ASKING D.P.S.S., AS WELL AS DEPARTMENT OF MENTAL  
12 HEALTH, AS WELL AS OUR CHILDREN'S SERVICES TO BE A PART OF A  
13 TASK FORCE, PART OF A NEW PROTOCOL OF CREATING AN OPPORTUNITY  
14 WHERE WE WOULD MAKE SURE THAT WE WOULD CREATE AN INTERVENTION  
15 OR AT LEAST FIND THOSE FAMILIES, WHETHER THEY BE IN ONE OF OUR  
16 HOMELESS SHELTERS THERE OR WHATEVER, THAT WE COME IN AND FIND  
17 A WAY TO GET THESE FAMILIES DIRECT TO SERVICES. WE HAVE HAD  
18 INSTANCES AND THEY ARE SUCCESSFUL INSTANCES IN WHICH WE HAVE  
19 BEEN ABLE TO CREATE A SHELTER SITUATION THAT IS MORE  
20 PERMANENT, THAT HAS MORE STABILITY FOR MANY OF THESE FAMILIES  
21 AND ADDRESS SOME OF THESE ISSUES. UNFORTUNATELY, WE ALSO HAVE  
22 PARENTS WHO ARE REFUSING SERVICES AND WE THINK THAT KEEPING  
23 THEM IN SKID ROW IS A RISK FOR THAT CHILD. THE ENVIRONMENT HAS  
24 NOTHING POSITIVE ABOUT IT. WE KNOW THE NUMBER OF SEXUAL  
25 PREDATORS THAT ARE IN THE AREA, THE DERELICTS, THE DRUG



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1 ABUSERS. IT IS NOT A PLACE THAT A CHILD SHOULD BE. AND WE NEED  
2 TO CREATE THE APPROPRIATE PROTOCOL SO THAT WE CAN TAKE THESE  
3 CHILD-- THESE CHILDREN OUT OF THIS NEGLECTFUL, ABUSIVE  
4 SITUATION, AND WE NEED OUR LAWYERS TO HELP US FIND THE PATHWAY  
5 NECESSARY TO CARRY THAT WORK OUT. IT SEEMS AS THOUGH SOME  
6 PEOPLE BELIEVE THAT, AS LONG AS THERE'S SHELTER AND THAT A  
7 CHILD IS CLEAN, THERE'S NOTHING WRONG WITH LIVING IN SKID ROW.  
8 AND ANYONE NEEDS TO DRIVE THROUGH SKID ROW AT ANY POINT IN  
9 TIME AND KNOW THAT THAT SHOULD BE A CONCERN TO ALL OF US,  
10 PARTICULARLY WHEN WE ARE PROVIDING SERVICES OR WILLING TO  
11 PROVIDE SERVICES IN A WAY THAT IS POSITIVE. WE DON'T WANT TO  
12 CREATE ANY HARMFUL EFFECT ON THE FAMILY, WE DON'T WANT TO  
13 CRIMINALIZE THEM IN ANY WAY WHATSOEVER. OUR ONLY EFFORT IS TO  
14 EXTEND A HELPING HAND, A SUPPORTIVE MECHANISM TO LIVE OUTSIDE  
15 OF SKID ROW IN HOPEFULLY A MORE POSITIVE ENVIRONMENT. AND THEY  
16 NEED TO COME BACK WITH A SET OF PROTOCOLS AND AT LEAST A CLEAR  
17 UNDERSTANDING OF HOW WE CREATE THE PATHWAY TO KEEP THESE  
18 CHILDREN OUT OF SKID ROW AT WHATEVER MEANS POSSIBLE. WE ALL  
19 READ THE STORIES IN "THE LOS ANGELES TIMES" BUT THERE SHOULD  
20 NOT BE A CHILD LIVING AT SKID ROW, NOT WHILE WE ARE PROVIDING  
21 THE KIND OF SUPPORTIVE SERVICES AVAILABLE TO US AND THOSE  
22 PARENTS WHO AREN'T WILLING TO WORK WITH US IN THOSE AREAS, I  
23 THINK, MAY BE SUBJECT TO NEGLECT. I DON'T KNOW IF THEY ARE BUT  
24 I JUST KNOW THAT IT'S NOT ENOUGH FOR ME TO WALK AWAY AND SAY  
25 "SHELTER IS SHELTER." THAT IS NOT SAFE SHELTER FOR THESE



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1 CHILDREN. SO WE NEED THOSE CLARIFICATIONS, WE NEED THIS TASK  
2 FORCE TO ROLL UP ITS SLEEVES. WE NEED OUR LAWYERS TO CHALLENGE  
3 WHOEVER AND WHATEVER LAW IT IS TO MAKE THOSE CHILDREN SAFE.  
4 MR. ANTONOVICH?

5

6 **SUP. ANTONOVICH:** I WANT TO COMPLIMENT STEVE LOPEZ FOR SERIES  
7 OF VERY, IN MY VIEW, POSITIVE REPORTING OF WHAT GOES ON IN  
8 SKID ROW. IT'S VERY EVIDENT THAT DRUG ABUSE, ALONG WITH MENTAL  
9 ILLNESS, IS THE REASON FOR THOSE PEOPLE BEING THERE, EXCLUDING  
10 ONE OR TWO WHO HAPPENS TO BE THERE ECONOMICALLY. AND HE ALSO  
11 POINTED OUT THE POSITIVE INFLUENCE MISSIONS WERE HAVING,  
12 RELATIVE TO REHABILITATION PROGRAMS. ONE OF THE CRITICISMS I  
13 HAD ON THE GIVING OUT NEEDLES, THAT'S NOT THE ANSWER.  
14 REHABILITATION IS THE ANSWER, AND I HAD THE GENTLEMAN FROM  
15 GUATEMALA WHO HAD BEEN CLEAN FOR NINE MONTHS AS A COUNSELOR, I  
16 BELIEVE IT WAS THE MIDNIGHT MISSION WAS WHERE THEY HAVE ONE OF  
17 THE REHAB PROGRAMS AND HOW HE WAS ABLE TO CHANGE HIS LIFE  
18 AROUND AND NOW RECONNECT WITH HIS FAMILY, ET CETERA, ET  
19 CETERA. BUT THE-- THIS BOARD HAS SUPPORTED IN THE PAST THE  
20 REFORMS WITH THE STATE MENTAL HEALTH LAWS WITH ASSEMBLYWOMAN  
21 AT THE TIME THOMPSON, WHO IS NOW BACK AS A SUPERVISOR IN  
22 NORTHERN CALIFORNIA. ADDITIONAL 14 DAYS OF TREATMENT FOR THOSE  
23 WHO ARE MENTALLY ILL. WE'VE INSTITUTED A PROGRAM AT THE M.T.A.  
24 WHERE WE USE OUR BUS DRIVERS TO NOTIFY THE MENTAL HEALTH TEAMS  
25 WHO GO OUT, FOR THOSE PEOPLE WHO ARE LIVING ON BUS BENCHES,



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1    THEY GET THEM INTO SHELTERS BUT, MANY TIMES, THOSE INDIVIDUALS  
2    WILL WALK AWAY, SAYING THEY DON'T WANT THAT HELP AND, AS A  
3    RESULT, WE'RE LEFT WITHOUT THAT ABILITY TO GET THEM INTO  
4    TREATMENT CENTERS. WE HAVE A NICE LADY WHO SITS IN FRONT OF  
5    OUR BUS BENCH, IN FRONT OF PARKING LOT 22 AND, IN THE  
6    AFTERNOONS, IN FRONT OF THE SUPERIOR COURT. LOVELY LADY JUST  
7    WALKS IN A CIRCLE. WE'VE SENT OUT THE P.E.T. TEAMS, THE MENTAL  
8    HEALTH TEAMS TO HELP HER INTO SHELTER AND SHE REFUSES THAT.  
9    SHE'S THERE DURING RAIN OR SHINE. WE HAVE ANOTHER GENTLEMAN  
10   WHO SLEEPS ON CARDBOARDS IN FRONT OF LOT 22. AND, AGAIN, WE'VE  
11   SENT OUT THE TEAMS AND THERE'S NO WAY THAT HE WILL ACCEPT THE  
12   TREATMENT OR THE SHELTER. HE STAYS ON THAT BENCH, THE IRON  
13   BENCH, RAIN OR SHINE. SO THERE HAS TO BE INTERPRETATIONS. I  
14   KNOW MAYOR GIULIANI WAS VERY FORCEFUL IN NEW YORK IN  
15   ADDRESSING THIS ISSUE IN CLEANING UP NEW YORK CITY AND, IF  
16   IT'S CHANGES IN THE LAW, THEN SO BE IT, IT HAS TO BE CHANGES  
17   IN THE LAW. I WAS DISAPPOINTED THAT THE MAYOR OF THE CITY OF  
18   LOS ANGELES APPOINTED-- IS GOING TO APPOINT THE A.C.L.U.  
19   DIRECTOR, WHO IS OPPOSED TO THIS TYPE OF TREATMENT PROGRAMS  
20   FOR THESE PEOPLE, TO THE HOMELESS ISSUE, ALTHOUGH HE HAS  
21   PERSONALLY SAID HE NOW HAS CHANGED HIS VIEWS AND BELIEVES THAT  
22   THERE OUGHT TO BE A TREATMENT FOR THESE INDIVIDUALS,  
23   REGARDLESS, AND IT'S GOING TO BE INTERESTING, AS STEVE LOPEZ  
24   POINTED OUT, YOU KNOW, WHO IS GOING TO PREVAIL BUT THE KEY IS  
25   MEDICAL HELP AND REHABILITATION AND CHILDREN. AND I AGREE WITH



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1 SUPERVISOR MOLINA, CHILDREN IN THAT ENVIRONMENT IN NO WAY ARE  
2 ABLE TO GROW UP TO BE NORMAL, PRODUCTIVE CITIZENS. THE BLATANT  
3 DRUG ABUSE THAT'S GOING ON AND THE BLATANT INSANITY OF MANY OF  
4 THOSE PEOPLE WHO ARE A DANGER TO THEMSELVES AND TO OTHERS IS  
5 NOT AN ENVIRONMENT FOR CHILDREN AND THERE HAS-- THERE IS A  
6 WAY, THIS IS WHERE COUNTY COUNSEL HAS TO BE DIRECTLY INVOLVED,  
7 THE WELFARE OF THE CHILD COMES FIRST OVER THE DRUG DEPENDENCY  
8 OF THE PARENT OR OVER THE ALCOHOLISM OF THE PARENT THAT KEEPS  
9 THE CHILD IN THOSE CONDITIONS. THERE IS NO RESPONSIBLE JUDGE  
10 THAT WOULD ALLOW THAT CHILD TO REMAIN IN THAT ENVIRONMENT DAY  
11 IN AND DAY OUT. SO WE'RE LOOKING TO YOU, IF NEED BE, FOR STATE  
12 LAWS TO BE CHANGED OR WHATEVER TO COME BACK WITH MEANINGFUL  
13 REFORMS. AND, AGAIN, STEVE LOPEZ I THOUGHT WAS VERY, VERY  
14 CONSTRUCTIVE FROM THE BEGINNING TO THE END IN POINTING OUT A  
15 PROBLEM AND THAT WAS ONE OF THE BEST PIECES OF JOURNALISM. IT  
16 WAS OBJECTIVE AND FAIR AND AS A RESULT, HOPEFULLY, THIS HELPS  
17 PROVIDE SOME LEADERSHIP TO CHANGING THAT, WHICH, IN THE  
18 LEGISLATURE AT THAT TIME, SUPERVISOR, NOW FORMER  
19 ASSEMBLYWOMAN, HELEN THOMPSON HELPED PROVIDE THAT LEADERSHIP  
20 AND WHO SAT IN THE CHAIR HERE TALKING TO US MANY TIMES.

21

22 **SUP. MOLINA, CHAIR:** ALL RIGHT. AS AMENDED, WE HAVE THAT BEFORE  
23 US. WE HAVE MISS ESTER LOFTON WHO WOULD LIKE TO ADDRESS US.  
24 MISS LOFTON?

25





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1   **ESTER LOFTON:** MY NAME IS ESTER LOFTON. HEARING THE CONSENSUS  
2   OF THE BOARD, I KNOW MINE IS A MINORITY REPORT AND I DO OBJECT  
3   TO THE RECOMMENDATION AS MADE. BLACKS HAVE BEEN PHYSICALLY  
4   FREE WITHOUT, IN FACT, BEING FREE EVER SINCE THE DREAD SCOTT  
5   DECISION IN 1857, DECLARED THAT FREE BLACKS ARE NOT CITIZENS,  
6   UNTIL 2005 WHEN A STATUS QUO, DESPITE RATIFICATION AND  
7   CERTIFICATION OF THE 13TH AND 14TH AMENDMENT TO THE UNITED  
8   STATES CONSTITUTION, DECEMBER, 1865 AND JULY, 1868  
9   RESPECTIVELY, HAS REINFORCED THE PREMISE IN THE DREAD SCOTT  
10  MATTER. PRESIDENT ANDREW JOHNSON, THE SUCCESSOR TO PRESIDENT  
11  ABRAHAM LINCOLN, AND A POOR WHITE HIMSELF WHO RESENTED THE  
12  SOUTHERN GENTRY, IGNORED THE RIGHTS OF FREE PEOPLE, PERMITTING  
13  SOUTHERN STATES TO INSTITUTE MEASURES CALLED BLACK CODES. THE  
14  MOST ODIUS AND REPRESSIVE OF THE BLACK CODES IS VAGRANCY. IT  
15  ALLOWED LOCAL AUTHORITIES TO ARREST UNEMPLOYED BLACKS, FINE  
16  THEM FOR VAGRANCY, HIRE THOSE OUT WHO COULD NOT PAY THE FINES  
17  AND TAKE THEIR WAGES TO PAY THEM. SOME STATES EVEN PROVIDES  
18  THAT BLACKS WHO JUMPED LABOR CONTRACTS COULD BE DRAGGED BACK  
19  BY WHITE NEGRO CATCHERS WHO WERE PAID FOR BY THE MILE. THE  
20  PURPOSE OF THE BLACK CODES WAS TO MAINTAIN BLACKS IN THE  
21  SUBSTANDARD POLITICAL, SOCIAL, AND ECONOMIC STATUS. TODAY,  
22  THERE'S A CLASS OF BLACK LEADERS THAT HAS IGNORED THE RIGHTS  
23  OF OTHERS LIKE THEM BY ADOPTING AN ATTITUDE SIMILAR TO THAT OF  
24  PRESIDENT ANDREW JACKSON, WHICH ROBS LESS FORTUNATE BLACKS OF  
25  ALL CONSTITUTIONAL PROTECTIONS. THESE LEADERS HAVE DELEGATED



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1 THEIR RESPONSIBILITIES TO OTHERS LIKE THEM TO A WELFARE SYSTEM  
2 WHOSE POLICIES REQUIRE THAT ALL MALES OF A CERTAIN AGE ARE TO  
3 BE EMPLOYED, FATHERS AND ALL SONS, LEST THEY ARE ADDICTED.  
4 WITH THE MINISCULE NUMBER OF PEOPLE FROM THE INNER CITY MAKING  
5 WORK OPPORTUNITY FOR THEMSELVES AND FOR OTHERS, THESE MALES  
6 HAD TO BECOME EITHER UNDEREMPLOYED OR UNEMPLOYED. THUS BEGUN  
7 THE DETERIORATION OF BLACK FAMILIES COMING FROM SUCH A  
8 DISARRAY. WELFARE KIDS OFTEN PERFORM POORLY IN SCHOOLS, ENDED  
9 UP ON PROBATION OR IN FOSTER CARE AND THE FEMALES OFTEN BECAME  
10 WELFARE RECIPIENTS. AS SELF-PERPETUATING AS THE INSTITUTION OF  
11 SLAVERY, IN THE ABSENCE OF EMPLOYMENT OPPORTUNITIES, GANGS  
12 BECAME THE NEW FAMILY FOR MALES AND PRISON THEIR SUBSEQUENT  
13 HOMES OR THE STREETS. LIKE THE BLACK CODES OF YORE, AMERICAN  
14 INSTITUTIONS, SUCH AS POLICE OFFICERS, COURTS, COUNTY COUNSEL,  
15 AND EVEN THE OFFICE OF DAVID E. JANSSEN, CHIEF ADMINISTRATIVE  
16 OFFICER OF THE COUNTY OF LOS ANGELES, WAS USED TO MAINTAIN A  
17 CERTAIN CLASS...

18  
19 **SUP. MOLINA, CHAIR:** THANK YOU, MS. LOFTON.

20  
21 **ESTER LOFTON:** OKAY. MAY I LEAVE MY STATEMENT WITH YOU?

22  
23 **SUP. MOLINA, CHAIR:** YES, YOU MAY LEAVE YOUR STATEMENT WITH US.  
24 THANK YOU SO MUCH. ALL RIGHT. WE HAVE THE ITEM BEFORE US. AS  
25 AMENDED. ANY OBJECTION? IF NOT, SO-- I'M SORRY? THE AMENDMENT.



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1 I'M SORRY. THERE ISN'T AN AMENDMENT. WE AMENDED IT. I MEAN,  
2 THIS ITEM IS THE ONE THAT CAME BEFORE US. THAT'S ALL RIGHT.  
3 I'VE TALKED PRIVATELY WITH OUR COUNTY COUNSEL. THANK YOU. NO  
4 OBJECTION. SO ORDERED ON THAT ITEM. ALL RIGHT.

5

6 **SUP. KNABE:** ITEM 19.

7

8 **SUP. MOLINA, CHAIR:** ITEM 19. AH, MR. BAXTER, YOU FOUND ONE.  
9 MR. BAXTER.

10

11 **PETER BAXTER:** MADAM PRESIDENT-- MADAM CHAIR, MEMBERS OF YOUR  
12 HONORABLE BOARD, MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS  
13 PETER BAXTER AND I LIVE IN LOS ANGELES. IT IS RESPECTFULLY  
14 SUBMITTED THAT THIS AGENDA ITEM IS A REQUEST BY THE SHERIFF IN  
15 TERMS OF TELEPHONE SERVICES FOR INMATES. LIEUTENANT AL  
16 GROTEFAND OF THE DEPARTMENT OF THE SHERIFF IDENTIFIED-- IS  
17 IDENTIFIED IN THE NEWS MEDIA AS BEING THE SUPERVISING OFFICER  
18 IN THE INVESTIGATION OF THE FIRE IN CARSON ON SEPTEMBER 04,  
19 2005, WHEN FIVE CHILDREN PERISHED IN THAT FIRE. WHAT IS TO BE  
20 NOTED IS THAT THERE IS NO REFERENCE IN THE INVESTIGATION BY  
21 THE DEPARTMENT OF THE SHERIFF OF THE MEANS AND THE METHOD USED  
22 BY THE COUNTY FIRE DEPARTMENT TO PUT THE FIRE OUT. MISS  
23 SAMANTHA GONZAGA, STAFF WRITER FOR THE LONG BEACH PRESS  
24 TELEGRAM, REPORTS THE FIRE AS EXTENDING FROM 8:22 A.M. UNTIL  
25 8:36 A.M. THAT IS A TOTAL OF 14 MINUTES. THE DEATH OF THE



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1 CHILDREN WAS CAUSED BY SMOKE INHALATION. LIEUTENANT GROTEFAND  
2 IS QUOTED AS SAYING BY THE PRESS TELEGRAM, "SMOKE PREVENTS  
3 OXYGEN FROM REACHING THE VICTIMS WHO ARE TRAPPED IN THE  
4 BURNING BUILDING. HUMAN RESPIRATION IS BLOCKED BY SMOKE AND,  
5 AFTER FOUR MINUTES, PERHAPS LESS, OF BEING DEPRIVED OF OXYGEN,  
6 THE VICTIM DIES. THERE IS A METHOD OF ELIMINATING SMOKE FROM A  
7 FIRE BY INJECTING STEAM INTO THE BURNING AREA. INJECTING STEAM  
8 INTO THE BURNING AREA ALSO PUTS THE FIRE OUT INSTANTLY. WATER  
9 DOES NOTHING TO PREVENT FRESH AIR FROM REACHING THE FIRE. ONLY  
10 A GAS LIKE STEAM PREVENTS FRESH AIR FROM REACHING A FIRE. THE  
11 TIME PERIOD IS CRITICAL FOR FIRE VICTIMS. THE SUPERVISOR FOR  
12 THE THIRD DISTRICT, THE HONORABLE ZEV YAROSLAVSKY, IS QUOTED  
13 IN "THE LOS ANGELES TIMES" OF SEPTEMBER 19, IN THE PROFILE OF  
14 MERRICK BOBB, ESQUIRE, THUS, I'M QUOTING SUPERVISOR  
15 YAROSLAVSKY, "YOU NEED SOMEBODY FROM OUTSIDE THE STRUCTURE WHO  
16 IS FREE TO CALL THEM AS HE SEES THEM" AND IT SEEMS VERY  
17 APPARENT THAT THERE'S ONLY ONE MAN AND THAT THE FIRE CHIEF OF  
18 THE COUNTY OF LOS ANGELES FIRE DEPARTMENT, THAT ONE MAN IS  
19 APPARENTLY ON HIS OWN IN TERMS OF POLICY, IN TERMS OF THE FIRE  
20 DEPARTMENT. AND HE'S NOT EVEN A COUNTY OFFICER. ALL OF WHICH  
21 IS RESPECTFULLY SUBMITTED. I THANK YOU, MADAM PRESIDENT.

22

23 **SUP. MOLINA, CHAIR:** THANK YOU, MR. BAXTER. THE ITEM IS BEFORE  
24 US. MOVED BY SUPERVISOR KNABE, SECONDED BY SUPERVISOR  
25 ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.



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1

2 **SUP. KNABE:** ITEM 10.

3

4 **SUP. MOLINA, CHAIR:** ITEM NUMBER 10. MR.-- THAT WAS HELD BY A  
5 MEMBER OF THE PUBLIC AS WELL. ALL RIGHT. MISS VELYNDA JO  
6 WRIGHT AND DAVID TALBOT. OH, I'M SORRY, THAT'S CORRECT. I'M  
7 SORRY, MR.-- MR. TALBOT, NOT YET. MISS VELYNDA WRIGHT, YOU  
8 SIGNED UP FOR THIS AND PUBLIC COMMENT. DO YOU WANT TO HANDLE  
9 BOTH OF THEM? PLEASE JOIN US.

10

11 **VELYNDA JO WRIGHT:** WELL, I'D LIKE TO SAY-- WHICH ITEM IS THIS?  
12 NUMBER 10 ABOUT PUBLIC...

13

14 **SUP. MOLINA, CHAIR:** YES. THIS IS WITH REGARD TO OFF-PEAK  
15 DELIVERIES.

16

17 **VELYNDA JO WRIGHT:** YES, OFF-PEAK DELIVERIES. THERE IS  
18 SOMETIMES A PROBLEM WITH OFF-PEAK DELIVERIES. YOU CAN  
19 EXPERIENCE, LIKE, A THREE-HOUR DELAY IN SERVICE, LIKE I DID  
20 FRIDAY, A TWO-HOUR ONE SATURDAY. SO WE COULD USE SOME  
21 IMPROVEMENT WITH ESPECIALLY KEEPING UP WITH WHERE THE BUSES  
22 ARE. SOMETIMES THE SYSTEMS ARE DOWN AND THE SUPERVISORS CAN'T  
23 KEEP UP WITH WHERE THE BUSES ARE.

24



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1   **SUP. ANTONOVICH:** THIS IS NOT-- THIS IS DELIVERIES OF GOODS AND  
2   SERVICES TO COUNTY BUILDINGS OR GOVERNMENTAL BUILDINGS. GOODS  
3   AND SUPPLIES, NOT TRANSPORTATION.

4

5   **VELYNDA JO WRIGHT:** OKAY. SO I THINK THAT'S A GOOD IDEA FOR ANY  
6   TIME FOR US TO HELP PEOPLE WITH DELIVERING GOODS TO PLACES.  
7   THAT'S A GOOD IDEA. WE SHOULD DO WHATEVER WE CAN TO HELP  
8   PEOPLE.

9

10   **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. THE ITEM IS BEFORE US.

11

12   **SUP. ANTONOVICH:** MOVE THE ITEM.

13

14   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
15   BY MR. KNABE. IF THERE'S NO OBJECTION, SO ORDERED. IT IS A  
16   GOOD IDEA. ALL RIGHT. MR.-- YOU'RE FINISHED. MR. ANTONOVICH,  
17   YOUR SPECIALS?

18

19   **SUP. ANTONOVICH:** THAT WAS THE ONLY ITEM THAT I HAD-- HAD HELD.  
20   AND THE OTHERS WE'RE GOING TO GO INTO ON M.L.K...

21

22   **SUP. MOLINA, CHAIR:** RIGHT. THE OTHER REMAINING ITEMS ARE ON  
23   MARTIN LUTHER KING. MS. BURKE HAS HAD A SLIGHT EMERGENCY AND  
24   SHE SHOULD BE BACK IN THE NEXT FEW MINUTES. IF THERE IS NO  
25   OBJECTION, WE HAVE A CLOSED SESSION ITEM THAT WE COULD ADJOURN



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1 TO THAT SHOULD NOT TAKE THAT LONG, SO IF WE COULD BE, WE'RE  
2 GOING TO RECESS AND GO INTO CLOSED SESSION AND THEN COME BACK  
3 OUT, WE'LL HANDLE ALL OF THE M.L.K. ITEMS COLLECTIVELY. IS  
4 THAT OKAY? ALL RIGHT. SO IF YOU'D READ THE PROPER NOTIFICATION  
5 FOR CLOSED SESSION, VIOLET, WE'LL BE-- AND THEN WE WILL  
6 ADJOURN TO CLOSED SESSION AND COME BACK OUT IN A FEW MINUTES.

7

8 **CLERK VARONA-LUKENS:** IN ACCORDANCE WITH BROWN ACT  
9 REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE BOARD OF  
10 SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS ITEM CS-  
11 1, CONFERENCE WITH LEGAL COUNSEL REGARDING EXISTING LITIGATION  
12 AS INDICATED ON THE POSTED AGENDA. THANK YOU.

13

14 **SUP. MOLINA, CHAIR:** THANK YOU.

15

16 **SUP. ANTONOVICH:** MADAM CHAIR, ON SATURDAY, OCTOBER 22, AT  
17 APPROXIMATELY 7:30 P.M., THERE WAS A MAJOR DISTURBANCE AT CAMP  
18 GLENN ROCKY. THE INCIDENT BEGAN WITH A CONFRONTATION BETWEEN--  
19 RACIAL CONFRONTATION WHICH MET WITH OUTBURSTS BY NUMEROUS  
20 GROUPS THROUGHOUT THE RECREATIONAL AREA. IT RESULTED IN AN  
21 ATTACK ON A DORM, VANDALIZING OF THE WINDOWS AS WELL AS SOME  
22 OF THE OTHER DOORS AND DESKS, RESULTED IN THE PROBATION  
23 DEPARTMENT, WITH THE HELP OF THE SHERIFF, EVACUATING THE CAMP  
24 THE 100 PLUS JUVENILES FROM THE CAMP WERE TRANSPORTED TO THE  
25 HALLS AND THE CHALLENGE MEMORIAL YOUTH CENTER. THE CHIEF





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1 PROBATION OFFICER PLANS TO REOPEN THE CAMP AFTER THE DAMAGES  
2 HAVE BEEN REPAIRED, COUPLED WITH RESULTS OF THE INVESTIGATION  
3 BY HIS STAFF. IF WE COULD HAVE A FULL REPORT BY THE CHIEF  
4 PROBATION OFFICER TO THE BOARD IN TWO WEEKS OF THE MAJOR  
5 DISTURBANCE, INCLUDING THE PROTOCOLS FOR RESPONDING TO A MAJOR  
6 DISTURBANCE, THE STAFFING LEVEL AT THE CAMP, FACTORS  
7 CONTRIBUTING TO THE INCIDENT, UTILIZATION OF THE PROGRAMS  
8 WHICH ARE GEARED TOWARD THESE-- STOPPING THESE RACIAL  
9 TENSIONS. ALSO, THE DEPARTMENT OF MENTAL HEALTH WAS INVOLVED  
10 AS WELL, SO IF-- MOTION SO MOVED.

11  
12 **SUP. MOLINA, CHAIR:** THAT'S FOR NEXT WEEK. IS THAT FOR NEXT  
13 WEEK BECAUSE IT'S A REPORT-- IS IT-- OKAY?

14  
15 **SUP. ANTONOVICH:** AND THEN ADJOURNMENT ON RAYMOND JAY FELLOW,  
16 WHO PASSED AWAY. HE WAS 82 YEARS OLD, HE SERVED IN WORLD WAR  
17 II, HE SPENT MOST OF HIS CAREER AS AN INDUSTRIAL ENGINEER IN  
18 OIL AND WATER FILTRATION. HE LATER JOINED THE ARCADIA UNIFIED  
19 SCHOOL DISTRICT, HEAD OF THE MAINTENANCE AT BALDWIN STOCKER  
20 ELEMENTARY. SURVIVED BY HIS WIFE, MARY JO, HIS SON, TONY  
21 FELLOW AND DAUGHTER-IN-LAW, CLARA AND HIS DAUGHTERS, GERRI  
22 FELLOW AND JACQUELINE DIBLASI. THAT'S TONY'S FATHER.

23  
24 **SUP. MOLINA, CHAIR:** ALL RIGHT. I'D ALSO LIKE TO ASK THAT WE  
25 ADJOURN IN THE MEMORY OF PRIVATE FIRST CLASS JOSEPH CRUZ. HE



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1 PASSED AWAY FROM A NON-COMBAT INJURY WHILE SERVING IN  
2 AFGHANISTAN. PRIVATE CRUZ WAS A MEMBER OF THE ARMY'S FIRST  
3 BATTALION 508TH PARACHUTE INFANTRY REGIMENT KNOWN AS THE RED  
4 DEVILS. HE GREW UP IN WHITTIER AND GRADUATED FROM SIERRA VISTA  
5 HIGH SCHOOL IN 2001. WE WANT TO EXTEND OUR HEARTFELT  
6 CONDOLENCES TO HIS FAMILY AND ALSO EXPRESS OUR GRATITUDE FOR  
7 MAKING THE ULTIMATE SACRIFICE ON BEHALF OF ALL OF US IN THIS  
8 COUNTRY. ALL RIGHT. LET ME BRING UP THE NAVIGANT ITEMS, THE  
9 M.L.K. ITEMS. WE HAVE ITEM NUMBER 15-- HELP ME HERE. 15, 23--  
10 23, 25 AND NUMBER 15. MR. KNABE?

11

12 **SUP. KNABE:** YEAH, I MEAN, WOULD IT BE APPROPRIATE, AT LEAST  
13 FROM MY PERSPECTIVE, AS WE GO INTO THIS, OBVIOUSLY, THERE'S A  
14 NUMBER OF RECOMMENDATIONS BUT I THINK WE NEED TO TAKE CARE OF  
15 ITEM 25 BEFORE WE DO ANYTHING. I MEAN...

16

17 **SUP. MOLINA, CHAIR:** OKAY.

18

19 **SUP. KNABE:** I MEAN, IF WE DON'T, AT SOME POINT IN TIME, WE'RE  
20 GOING TO HAVE TO DEAL WITH THAT BEFORE WE GET INTO THE BIGGER  
21 DISCUSSION AS IT RELATES-- I MEAN, IT'S UP TO EVERYONE ELSE. I  
22 MEAN, I'LL DO WHATEVER YOU WANT, YOU'RE CHAIR, BUT I WAS JUST  
23 SUGGESTING MAYBE...

24



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1   **SUP. MOLINA, CHAIR:** THAT'S FINE. NUMBER 25 IS THE C.A.O.'S  
2   RECOMMENDATION ON CAMBIO. IS THAT APPROPRIATE? DO YOU WANT TO  
3   PROCEED IN THAT FASHION? ALL RIGHT. YOU'RE ON, MR. JANSSEN.

4  
5   **C.A.O. JANSSEN:** ALL RIGHT. THANK YOU, MADAM CHAIR, BOARD  
6   MEMBERS. LAST WEEK, YOUR BOARD ASKED ME TO REVIEW AND REPORT  
7   BACK ON AN UNSOLICITED PROPOSAL THAT WE RECEIVED FROM CAMBIO  
8   HEALTH SOLUTIONS AS IT RELATES TO M.L.K. WE DID THAT. WE HAD A  
9   COUPLE OF CONVERSATIONS WITH CAMBIO LAST WEEK. I MET WITH THEM  
10   LAST EVENING, AND SO THAT WE THOROUGHLY UNDERSTOOD WHAT IT WAS  
11   THAT THEY WERE PROPOSING, THE DETAILS OF IT, ET CETERA, FILED  
12   A REPORT LAST NIGHT ON THOSE DISCUSSIONS. THEY HAVE, I MEAN,  
13   ESSENTIALLY, THEY'RE PROPOSING TO SUBSTITUTE FOR NAVIGANT AT  
14   THIS POINT. THEY ARE VERY CONFIDENT IN THEIR ABILITY TO  
15   DELIVER A CERTIFICATION BY C.M.S. WITHIN A-- I'D SAY, WITHIN  
16   90 TO 120 DAYS, I THINK. STAFFING WAS DISCUSSED, EXPERIENCE IN  
17   TURNAROUNDS. THEY PROPOSED A FIXED FEE OF \$4.1 MILLION OVER  
18   THAT 6-MONTH PERIOD WITH AN INCENTIVE PAYMENT OF \$2 MILLION IF  
19   KING/DREW RECEIVED CERTIFICATION. AND, ALSO, WE'RE, YOU KNOW,  
20   APOLOGETIC FOR HAVING SUBMITTED THIS AT THE LAST MINUTE, IF  
21   YOU WILL, BUT A COMBINATION, I THINK, OF ISSUES LED THEM TO DO  
22   THIS. NOW, WITHOUT ANY-- CAMBIO, AS FAR AS WE KNOW, WE  
23   CONSIDERED THEM LAST YEAR AS PART OF THE SOLICITATION FOR  
24   KING, IS A VERY GOOD COMPANY. THE PEOPLE I MET WITH WERE VERY  
25   IMPRESSIVE, THE CREDENTIALS, VERY STRONG, BUT I AM NOT



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1 SUPPORTING THEIR OFFER AT THIS TIME. I THINK THE RISK TO THE  
2 COUNTY, WITH 60 TO 90 DAYS LEFT BEFORE C.M.S. COMES IN TO  
3 RECERTIFY, WAS NOT QUANTIFIABLE. I WAS LOOKING FOR THEM, FROM  
4 THEM SOMETHING THAT THEY COULD DEMONSTRATE QUANTITATIVELY,  
5 QUALITATIVELY DEMONSTRATE THAT THERE WAS SOME VALUE TO THIS  
6 RISK. NAVIGANT HAS, I THINK, THE AUDITOR INDICATED THEY HAVE  
7 MADE IMPROVEMENTS IN THE FACILITY; NOT AS MUCH AS ANY OF US  
8 WOULD LIKE BUT THEY HAVE BEEN THERE A YEAR, THEY'RE OCCUPYING,  
9 I BELIEVE, 27 POSITIONS AT THE HEART OF THE FACILITY AND I  
10 JUST DON'T FEEL THAT I CAN RECOMMEND, IN THE MIDDLE OF THIS  
11 UNDERTAKING, THAT WE CAN SWITCH HORSES AT THIS TIME ON THE  
12 OPTIMISTIC HOPE OR FEELINGS OF ANOTHER FIRM, THAT THEY CAN  
13 DELIVER SOMETHING THAT HAS BEEN VIRTUALLY IMPOSSIBLE FOR ALL  
14 OF US TO DELIVER IN THE LAST YEAR. SO I AM NOT SUPPORTING  
15 THEIR PROPOSAL.

16

17 **SUP. MOLINA, CHAIR:** YOU KNOW, IT'S TOUGH TO-- TO LOOK AT THIS  
18 IN ISOLATION, AT LEAST FOR ME. AS YOU KNOW, I'M NOT A BIG FAN  
19 OF NAVIGANT AS IS. AND, IN YOUR ANALYSIS, WHEN YOU LOOKED AT  
20 THIS, WHICH IS THE ITEM THAT WE HAVE ON NUMBER 15, WHAT ARE  
21 THE DELIVERABLES THAT WE HAVE UNDER THE NEW CONTRACT WITH  
22 NAVIGANT?

23

24 **C.A.O. JANSSEN:** SUPERVISOR MOLINA, I THINK THAT WOULD BE--  
25 IT'S AN EXCELLENT QUESTION. I WOULD DEFER TO THE DEPARTMENT ON



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1 THAT. MY ISSUE WAS NOT WHETHER CAMBIO COULD DELIVER A BETTER  
2 PRODUCT THAN NAVIGANT, IT WAS WHETHER OR NOT THEIR PROPOSAL  
3 WAS WORTH THE RISK. AND I PERSONALLY DON'T THINK IT'S WORTH  
4 THE RISK. PROMISES JUST DON'T DO IT. I MEAN, WE HAD PROMISES A  
5 YEAR AGO SO PROMISES DON'T GET ME THERE.

6

7 **SUP. MOLINA, CHAIR:** AND AREN'T THOSE THE SAME? I MEAN, WHAT--  
8 YOU HAVE A PROMISE FROM NAVIGANT THAT THEY'RE GOING TO DO MORE  
9 OF THE SAME. IS THAT THE PROMISE YOU HAVE? BECAUSE IN THE  
10 CONTRACT WITH-- WITH NAVIGANT, I'M TRYING TO UNDERSTAND WHAT  
11 THE DELIVERABLES ARE.

12

13 **C.A.O. JANSSEN:** WELL, I THINK THE DEPARTMENT SHOULD RESPOND TO  
14 THE SPECIFICS OF THE DELIVERABLES.

15

16 **SUP. KNABE:** WELL, THE DELIVERABLES ARE J.C.A.H.O. AND C.M.S.  
17 ACCREDITATION.

18

19 **SUP. MOLINA, CHAIR:** NO, THEY'RE NOT, NOT UNDER THE NAVIGANT  
20 CONTRACT, IS THAT CORRECT, DR. GARTHWAITE? SURE, HOWEVER,  
21 WHEREVER YOU'D LIKE TO SIT.

22

23 **DR. THOMAS GARTHWAITE:** WE HAVE A SERIES OF DELIVERABLES FROM  
24 NAVIGANT UNDER THE CURRENT CONTRACT AND THE CONTINUATION OF  
25 THOSE DELIVERABLES AND C.M.S. AND JOINT COMMISSION IN THE



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1 FUTURE CONTRACT. SO, YES, THOSE ARE PART OF THE DELIVERABLES  
2 OF THE INITIAL CONTRACT AND WE ANTICIPATE-- PARDON?

3

4 **SUP. MOLINA, CHAIR:** WHAT ARE THE DELIVERABLES?

5

6 **DR. THOMAS GARTHWAITE:** THEY'RE THE ONES THAT-- LET ME JUST  
7 PULL OUT THE AUDITOR'S REPORT. FOR INSTANCE, DELIVERABLE 1.1  
8 WAS TO PROVIDE FULL-TIME, ON SITE C.E.O. AND OTHER STAFF.

9

10 **SUP. MOLINA, CHAIR:** ALTHOUGH THAT HAS NOW CHANGED, RIGHT,  
11 UNDER THIS CONTRACT?

12

13 **DR. THOMAS GARTHWAITE:** WELL, IT'S THE CONTINUATION OF SOME  
14 STAFF BUT WE WOULD ADJUST THAT STAFF, BASED ON WHETHER WE'VE  
15 BEEN ABLE TO HIRE PERMANENT KING/DREW STAFF TO REPLACE  
16 NAVIGANT.

17

18 **SUP. MOLINA, CHAIR:** BUT, MR. GARTHWAITE, IT SAID IT WILL  
19 DELIVER A FULL-TIME C.E.O. AND, RIGHT NOW, THE C.E.O. IS GOING  
20 TO BE PART TIME UNDER THE CONTRACT.

21

22 **C.A.O. JANSSEN:** BUT THAT'S THE WHOLE POINT.

23

24 **DR. THOMAS GARTHWAITE:** BUT THAT'S THE POINT OF HAVING THE  
25 ADJUSTMENT AND THE EXTENSION...



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1

2 **SUP. MOLINA, CHAIR:** I UNDERSTAND. I JUST ASKED WHAT THE  
3 DELIVERABLES, HE SAID WHAT THE DELIVERABLE WAS, THE CONTRACT  
4 SAYS DIFFERENTLY. SO TRY ANOTHER DELIVERABLE.

5

6 **DR. THOMAS GARTHWAITE:** WELL, DELIVERABLE 1.5 WAS TO IMPLEMENT  
7 A TRANSITION PLAN REPLACING THE CONTRACTORS' INTERIM MANAGER  
8 WITH PERMANENT MANAGERS SO CORRECTIONS CAN BE SUSTAINED. AND  
9 WE'RE IN PROCESS OF DOING THAT. WE'VE PROVIDED AN ASSESSMENT  
10 OF WHERE WE ARE WITH THOSE RECRUITMENTS AS PART OF A CONTRACT  
11 EXTENSION.

12

13 **SUP. MOLINA, CHAIR:** COULD YOU ENUMERATE THE DELIVERABLES WITH  
14 REGARD TO J.C.A.H.O. AND C.M.S.?

15

16 **DR. THOMAS GARTHWAITE:** ALL RIGHT. I-- MANY OF THOSE ARE--  
17 LIKE, 1.2.1 IS REVIEW AND REVISE NURSING POLICIES AND  
18 PROCEDURES THAT WAS TO COME INTO ACCREDITATION-- OR INTO  
19 COMPLIANCE WITH ACCREDITATION STANDARDS REQUIRED BY BOTH OF  
20 THOSE AGENCIES. DEVELOP A PERFORMANCE IMPROVEMENT PROGRAM OR  
21 QUALITY IMPROVEMENT PROGRAM. THAT'S ANOTHER KEY PIECE THAT  
22 C.M.S. AND J.C.A.H.O. CONTINUE TO CRITICIZE-- OR HAVE  
23 CRITICIZED PREVIOUSLY AT THE HOSPITAL. SO THOSE ARE THE  
24 COMPONENTS OF PASSING C.M.S. OR JOINT COMMISSION.

25





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1    **SUP. MOLINA, CHAIR:** ALL RIGHT. SO WHAT WE HAVE BEFORE US IS A  
2    POTENTIAL CONTRACT THAT AT LEAST GIVES US AN OPPORTUNITY. I  
3    MEAN, I DON'T KNOW WHETHER, IN FACT, IT CAN DELIVER ANYTHING,  
4    EITHER, BUT IT IS VERY CLEAR, IN LOOKING AT WHAT IS GOING ON  
5    WITH NAVIGANT, THAT WE'RE NOT IN A POSITION TO HAVE AN  
6    EXPECTATION OF MANY OF THOSE DELIVERABLES BECAUSE IT IS  
7    PROGRESS BUT YET NOT COMPLETENESS. MISS EPPS, I THINK YOU'RE  
8    SUPPORTIVE OF THIS. I'M CURIOUS AS WELL, HAVE AN OPPORTUNITY  
9    TO HEAR FROM YOU AS TO MAYBE WHY YOU HAVE SUCH CONFIDENCE IN  
10   THE DELIVERABLES THAT ARE BEFORE US, IF THEY ARE DELIVERABLES.

11

12   **ANTIONETTE EPPS:** GOOD AFTERNOON.

13

14   **SUP. MOLINA, CHAIR:** GOOD AFTERNOON. AND WELCOME.

15

16   **ANTIONETTE EPPS:** THANK YOU.

17

18   **SUP. KNABE:** SHE SAID IT'S THE BEST 7 DAYS OF HER LIFE. [ LIGHT  
19   LAUGHTER ]

20

21   **ANTIONETTE EPPS:** IT HAS BEEN A JOY. (CHUCKLING).

22

23   **ANTIONETTE EPPS:** I'LL ANSWER YOUR QUESTION, SUPERVISOR MOLINA,  
24   BY SAYING-- BY RESPONDING IN THIS MANNER. WHEN LOS ANGELES  
25   COUNTY, D.H.S., KING MANAGEMENT AND SUPERVISION, THE BOARD



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1 CONSIDERED WHO TO BRING IN TO ASSIST IN THIS PROCESS. AS WE  
2 ALL KNOW, THE FINAL TWO CANDIDATES WERE CAMBIO AND NAVIGANT  
3 AND CAMBIO AND NAVIGANT PROBABLY ARE THE LEADING FIRMS WHO DO  
4 THIS TYPE OF WORK IN THE COUNTRY. SO YOU WERE PROBABLY LOOKING  
5 AT THE BEST TWO FIRMS YOU COULD HAVE LOOKED AT AND WE MADE A  
6 SELECTION. WE SELECTED NAVIGANT. I THINK THAT FROM EVERYTHING  
7 THAT I'VE BEEN ABLE TO SEE, READ, HEAR, THE RESEARCH THAT I  
8 DID BEFORE I ACCEPTED THIS POSITION, IT IS VERY OBVIOUS THAT  
9 WHAT WAS DONE IN THE PAST AT KING DID NOT WORK. THE THINGS  
10 THAT HAD BEEN UNDERTAKEN WERE EITHER NOT SUSTAINED OR SOMEHOW  
11 WERE LOST FROM POINT A TO POINT B AND WE FOUND OURSELVES WHERE  
12 WE WERE AT THAT TIME. ONCE NAVIGANT CAME IN, YOU KNOW, GIVEN  
13 ALL THE THINGS THAT I'VE READ ABOUT PRIOR TO ME COMING, WHAT I  
14 WITNESSED LAST WEEK, THERE'S A GREAT DEAL OF FRUSTRATION BY  
15 THE BOARD AND MANY OTHERS AS TO HOW MUCH PROGRESS HAS BEEN  
16 MADE. I THINK THE TASK AT HAND WAS SEVERELY UNDERESTIMATED BY  
17 EVERYONE, THE BOARD, BY THE DEPARTMENT OF HEALTH SERVICES, BY  
18 NAVIGANT. I DON'T BELIEVE THAT THEY HAVEN'T GIVEN IT THEIR  
19 BEST EFFORT. I THINK THAT THEY JUST-- THEY CAME IN AND  
20 UNDERESTIMATED THE TASK, IT APPEARS TO ME, FROM LOOKING AT  
21 WHAT HAS GONE ON. MY FEELING ABOUT THIS IS I HAVE COME IN HERE  
22 TO DO A JOB. MY INTENTION IS TO DO THAT JOB TO THE VERY BEST  
23 OF MY ABILITY. HOWEVER, KING HAS SEVERE STRUCTURAL DEFICITS.  
24 THE INFRASTRUCTURE AT THE FACILITY, THE MIDDLE MANAGERS, THE  
25 SENIOR MANAGEMENT TEAM HAS BEEN DECIMATED. THERE SIMPLY ARE



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1 NOT HANDS TO DO THE WORK THAT NEEDS TO BE DONE. NAVIGANT  
2 CONSULTANTS HAVE FILLED THOSE ROLES FOR THE PAST YEAR. TO HAVE  
3 ANOTHER CONSULTANT COME IN AND NEED TO GET UP TO SPEED AND  
4 NEED TO BUILD THE RELATIONSHIPS AT KING, AT K.D.M.C., AT THE  
5 DEPARTMENT OF HEALTH SERVICES, WITH THE BOARD, WITH YOUR  
6 HEALTH DEPUTIES AND SO FORTH, IN TIME TO MAKE SUSTAINABLE,  
7 OTHER SUSTAINABLE PROGRESS AND MEET THE REQUIREMENTS OF THESE  
8 REGULATORS, I THINK IS PROBABLY-- IS HIGHLY UNLIKELY. AND, YOU  
9 KNOW, WE FIND OURSELVES RIGHT NOW IN THIS POINT IN TIME WITH--  
10 IN THE BOAT WITH NAVIGANT, IF YOU WILL, AND I THINK THAT THEY  
11 ARE OUR BEST CHANCE OF CONTINUING THE WORK THAT HAS BEEN  
12 STARTED AND GETTING TO THE POINT OF PASSING C.M.S., WHICH IS  
13 OUR FIRST PRIORITY BECAUSE THAT INSPECTION COMES FIRST, AND  
14 READYING OURSELVES FOR JOINT COMMISSION, WHICH WE WILL, AT THE  
15 POINT IN TIME THAT WE ARE READY, WE WILL INVITE THEM IN. I  
16 THINK IT'S JUST-- AS FAR AS THE RESOURCES THAT ARE AVAILABLE  
17 TO ME TO GET THE TASK AT HAND DONE, I SEE NAVIGANT AS THE BEST  
18 RESOURCE THAT IS CURRENTLY AVAILABLE. AND THAT'S WHY I'M  
19 SUPPORTIVE OF WHAT DR. GARTHWAITE HAS RECOMMENDED.

20

21 **SUP. MOLINA, CHAIR:** ALL RIGHT. THERE'S NO...

22

23 **SUP. MOLINA, CHAIR:** GO AHEAD.

24



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1   **SUP. ANTONOVICH:** I'M GOING TO ASK SOME QUESTIONS ABOUT CAMBIO  
2   BUT GO AHEAD.

3

4   **SUP. MOLINA, CHAIR:** OH, OKAY. I'M-- AGAIN, I THINK WE'RE ALL  
5   VERY INTERESTED IN TRYING TO FIGURE OUT HOW TO SORT OUT THE  
6   DIFFICULTY AND THE CRISIS THAT WE'RE FACING AT MARTIN LUTHER  
7   KING AND IT HAS BEEN A CHALLENGE FOR ALL OF US. WE REGRETTABLY  
8   ARE AT THE MERCY OF THE INFORMATION WE RECEIVE ON A REGULAR  
9   BASIS AND THE ASSURANCES THAT WE ARE PROMISED AND SO,  
10  CONSEQUENTLY, TRYING TO SORT OUT WHAT IS OUR PATHWAY TO  
11  MAINTAIN THAT FACILITY OPEN AND AVAILABLE TO THE MANY  
12  RESIDENTS IN THE AREA THAT RELY ON IT. I AM VERY CONCERNED  
13  BECAUSE I DON'T KNOW AND IN THE VERY BEST CHANCE, THAT  
14  CONCERNS ME. I DON'T KNOW WHY WE SHOULDN'T HAVE, YOU KNOW-- I  
15  DIDN'T MEET WITH CAMBIO DIRECTLY BUT I HAVE BEEN ASKING, YOU  
16  KNOW, I'M CONCERNED AS WELL AS TO WHY THEY'RE STEPPING UP IN  
17  THE LAST MOMENT OF THE LAST DAY HERE, BUT I'M EQUALLY  
18  CONCERNED WHEN NAVIGANT IS PART OF PUTTING US IN THIS  
19  SITUATION AND THE PROGRESS, AS WE ALL COLLECTIVELY KNOW, HAS  
20  NOT BEEN AS GREAT AS IT SHOULD BE AT THIS POINT IN TIME. WHEN  
21  WE ENUMERATE SOME OF THE INDIVIDUAL ISSUES, AND I KNOW YOU  
22  KNOW THOSE ISSUES AS WELL AS I DO, THERE IS JUST-- ANY  
23  REASONABLE PERSON HAS TO ASK THEMSELVES, WHY NOT? THIS IS TOO  
24  SIMPLE A TASK. WHY NOT? SOME OF THE THINGS THAT C.M.S. HAS  
25  ASKED US TO DO, I DON'T THINK HAVE UNBELIEVABLE SIMPLICITY BUT



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1 THEY DO HAVE A CLEAR PATHWAY TO CORRECTION, ALL OF THEM HAVE A  
2 CLEAR PATHWAY TO DIRECTION AND THE BIGGEST PROBLEM IS THAT THE  
3 LAST MOMENT OF THE LAST DAY, I'M NOT IN ANY POSITION TO FIND A  
4 CLEAR PATHWAY TO THAT CORRECTION. EVERYWHERE WE LOOK AND IT--  
5 THE PROGRESS WE GET POINTED TO IS NEVER IN THE SEQUENCE OF  
6 PROGRESSIVE ACTS. IT'S IN THE SEQUENCE OF "WE TRIED REAL HARD  
7 AND WE DID THE BEST WE COULD" AND IT TROUBLES ME BECAUSE I  
8 DON'T THINK C.M.S. VALUES THAT ASPECT OF IT. I THINK WE'RE AT  
9 A POINT IN TIME WHERE EFFORT DOESN'T COUNT, IT JUST-- YOU GOT  
10 TO GET TO GOAL AND, YOU KNOW, WHEN YOU'RE A D-MINUS, IF NOT  
11 FAILING, IT IS HARD FOR THEM TO JUST SAY, YOU KNOW, "WE CAN  
12 ACCEPT THE D-MINUS." BUT I HAVE TO RELY ON YOU BECAUSE YOU'RE  
13 MY LAST HOPE, HONESTLY. I AM NOT INTERESTED IN PRIVATIZING  
14 THIS HOSPITAL, I AM NOT INTERESTED IN CONTRACTING IT OUT BUT,  
15 AT THE SAME TIME, I'M INTERESTED IN SAVING IT AT ALL COST. AND  
16 SO WE NEED THAT PATHWAY. AND I AM NOT SO SURE AND I DON'T KNOW  
17 THAT YOU ARE SURE, EITHER, BUT I NEED TO TELL YOU, IF YOU HAD--  
18 - IF YOU HAD A GUARANTEE AT THE OTHER END OF IT OF PEOPLE WHO  
19 WERE WILLING TO SAY RIGHT UP FRONT AND PUT THEIR, I GUESS,  
20 THEIR REPUTATION ON THE LINE BECAUSE CERTAINLY THAT'S THE  
21 REPUTATION THAT'S HERE, I'M SURE THAT NAVIGANT ISN'T RECEIVING  
22 A VERY FAVORABLE REPUTATION FROM THEIR INTERFACE WITH MARTIN  
23 LUTHER KING HOSPITAL, AND SO IF THEY'RE WILLING TO STAKE THEIR  
24 REPUTATION POTENTIALLY AND RISK IT ALL AND, YOU KNOW, LEARNING  
25 CURVES ARE LEARNING CURVES, YOU'RE GOING TO BE ON A LEARNING



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1 CURVE AS WELL, IT MIGHT TAKE YOU 7 DAYS, IT MIGHT TAKE YOU 70  
2 DAYS OR 700 DAYS BUT THEY'RE ALL PART OF A LEARNING CURVE THAT  
3 WE ALL GO THROUGH BUT THAT SHOULDN'T DISMISS ME FROM  
4 RECOGNIZING YOUR POTENTIAL EFFORT. WHY WOULD YOU NOT WANT TO  
5 AT LEAST, WITH THE GUARANTEE OF SOMETHING MUCH MORE SPECIFIC  
6 OR ENUMERATE THOSE OPPORTUNITIES, BRING IN A TEAM THAT WOULD  
7 PROVIDE YOU MORE ASSURANCES THAN WHAT YOU'VE SEEN? AND I KNOW  
8 YOU'VE SEEN SOME OF THESE THINGS, THE SIMPLICITY OF SOME OF  
9 THE THINGS I'M ASKING THAT WE PROBABLY CAN'T SPEAK ABOUT IN A  
10 PUBLIC SETTING, I MEAN, BUT WHY WOULD YOU NOT? IS IT BECAUSE,  
11 AND I HOPE THAT'S NOT THE CASE, THAT YOU'RE EXPECTED TO BE A  
12 RUBBER STAMP FOR THE DEPARTMENT OF HEALTH SERVICES? BECAUSE  
13 THAT WOULDN'T HELP US.

14

15 **ANTIONETTE EPPS:** NO, MA'AM. NO, MA'AM.

16

17 **SUP. MOLINA, CHAIR:** SO COULD YOU GIVE ME YOUR RATIONALE OTHER  
18 THAN, YOU KNOW, HIGHLY UNLIKELY AND THE BEST CHANCE?

19

20 **ANTIONETTE EPPS:** ONE OF THE THINGS THAT I'VE OBSERVED IN THE  
21 BRIEF TIME THAT I'VE BEEN AT K.D.M.C. AND ONE OF THE THINGS  
22 THAT I OBSERVED AS I TALKED TO EMPLOYEES WHEN I WAS  
23 CONSIDERING TAKING THE POSITION WAS THE INSTABILITY OF  
24 LEADERSHIP AT K.D.M.C. IS VERY PROBLEMATIC FOR THE STAFF. THE  
25 STAFF HAS TO KNOW TO WHOM THEY REPORT. THEY HAVE TO KNOW TO



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1 WHOM THEY ARE ACCOUNTABLE AND THEY HAVE TO HAVE SOME DEGREE OF  
2 PREDICTABILITY THAT THERE WILL BE-- THAT WHAT THE DECISION  
3 THAT'S MADE TODAY, TOMORROW, THE NEXT DAY, THAT THERE'S SOME  
4 CONSISTENCY WITH THAT SO THEY CAN LEARN HOW TO DO WHAT IS  
5 EXPECTED OF THEM AND GO ABOUT DOING THEIR JOBS AND NOT HAVE TO  
6 WORRY ABOUT, FOR LACK OF A BETTER TERM, BEING JERKED AROUND BY  
7 EVERY WHIM THAT SOMEONE HAS. TO INTERJECT YET ANOTHER INTERIM  
8 LAYER OF PEOPLE, DIFFERENT PEOPLE WHO HAVE DIFFERENT MODES OF  
9 OPERATING, I THINK, WOULD BE-- DO A FURTHER DISSERVICE TO THE  
10 STAFF AT K.D.M.C. MY GOAL IS TO, AS QUICKLY AS POSSIBLE, BRING  
11 IN PERMANENT, FULL-TIME LEADERSHIP WHO ARE RESPONSIBLE TO ME  
12 AS C.E.O. AT K.D.M.C. AND WHO CAN DO THE THINGS THAT ARE  
13 NECESSARY TO MAKE SURE THAT WE STABILIZE THE WORKFORCE AND DO  
14 WHAT NEEDS TO BE DONE. WHAT-- IF WE BRING IN CAMBIO, WHAT THAT  
15 DOES IS THE NAVIGANT PEOPLE ARE HERE, NOW WE'RE GOING TO BRING  
16 IN SOME CAMBIO FOLKS FOR SOME PERIOD OF TIME AND THEN I'M  
17 GOING TO BE BRINGING IN PERMANENT PEOPLE. I SEE THAT AS  
18 PROBLEMATIC. I WOULD RATHER GO FROM NAVIGANT TO OUR PERMANENT  
19 LEADERSHIP. IT IS NOT-- I AM NOT RUBBER STAMPING WHAT DR.  
20 GARTHWAITE HAS SAID RELATIVE TO-- TO NAVIGANT; I'M SIMPLY  
21 DEALING WITH WHERE WE ARE NOW AND I'M GOING FORWARD FROM HERE.  
22 THERE'S NOTHING THAT I CAN DO, SUPERVISORS, TO CHANGE ALL OF  
23 THE DECISIONS THAT WERE MADE PRIOR TO WHEN I GOT HERE. SINCE I  
24 CAN'T CHANGE IT, I HAVE TO DECIDE WHAT IS THE BEST WAY,  
25 STARTING OCTOBER 17TH, TO GET TO THESE VERY IMPORTANT GOALS





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1 THAT WE HAVE BEFORE US. AND I AM TAKING MY BEST-- WITH THE  
2 BEST INFORMATION THAT I HAVE, STARTING THEN AND RIGHT NOW, I'M  
3 SAYING TO YOU THAT, IN MY ESTIMATION, THAT IS A BETTER PATH  
4 THAN THE ONE-- THE OTHER PATH BEING PROPOSED. NOW, THE REALITY  
5 IS, NEITHER PATH IS GUARANTEED. I WISH THAT IT WERE. I WISH  
6 THAT I COULD TELL YOU, "OH, YES, IF WE DO A, B, C, D, E, IT'S  
7 GOING TO HAPPEN." I CAN'T TELL YOU THAT. WHAT I CAN TELL YOU  
8 THAT IT WILL BE MORE DIFFICULT TO CHANGE THE GUIDELINES AT  
9 THIS JUNCTURE WITH THOSE INSPECTIONS SO IMMINENTLY UPON US.

10

11 **SUP. MOLINA, CHAIR:** THANK YOU, MS. EPPS. I APPRECIATE YOUR  
12 RESPONSE. MR. ANTONOVICH, THEN MR. KNABE.

13

14 **SUP. ANTONOVICH:** QUESTION, MR. STONINGTON THAT'S HERE?  
15 SINGLETON. COME UP, PLEASE. MR. SINGLETON IS THE MANAGING  
16 DIRECTOR FOR CAMBIO. I HAD SOME QUESTIONS AND SOME OF THESE  
17 STATEMENTS THAT YOU HAD MADE ON THE COMMUNICATION TO THE  
18 BOARD. YOU HAD MENTIONED THAT YOU HAD A 100% SUCCESS RATE OF  
19 MEETING THE C.M.S. ACCREDITATION PROBLEMS WITH OTHER  
20 HOSPITALS. COULD YOU ELABORATE ON THOSE OTHER HOSPITALS AND  
21 HOW YOU ACHIEVED THAT ACCREDITATION.

22

23 **TOM SINGLETON:** THANKS. I'D LIKE TO TAKE THIS OPPORTUNITY TO  
24 THANK THE SUPERVISORS FOR GIVING ME A CHANCE TO SPEAK. I  
25 FOUNDED CAMBIO ABOUT 16 YEARS AGO AND I'VE BEEN LEADING IT



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1 EVER SINCE. I WOULD SAY, OVER THE LAST 5 YEARS, TO ANSWER YOUR  
2 QUESTION DIRECTLY, WE HAVE BEEN INVOLVED IN ANYWHERE FROM 5 TO  
3 10 C.M.S. ISSUES WHERE C.M.S. WAS THREATENING TO WITHDRAW  
4 ACCREDITATION AND WE HAVE BEEN SUCCESSFUL IN EACH ONE OF THOSE  
5 CASES, WHETHER IT'S ALAMEDA COUNTY, GREATER SOUTHEAST IN  
6 WASHINGTON, D.C., VICTORVILLE, NORTH OF HERE OR OTHER PLACES,  
7 WE HAVE NEVER FAILED TO MEET THEIR REQUIREMENT. AT GREATER  
8 SOUTHEAST IN WASHINGTON, D.C., WHEN WE WENT IN THERE, THEY'D  
9 ALREADY LOST THEIR JOINT COMMISSION ACCREDITATION. C.M.S. WAS  
10 SAYING, "WE'RE GOING TO COME IN, IN THE NEXT 90 TO 120 DAYS  
11 AND DO A SURVEY," AND NOBODY HAD ANY HOPE THAT THEY COULD PASS  
12 THAT SURVEY. WHAT WE DID IS WE BROUGHT A TEAM OF SEASONED  
13 OPERATORS AND CLINICAL PEOPLE, INCLUDING PHYSICIANS, NURSES  
14 INTO THAT SITUATION AND, WHEN C.M.S. CAME IN, WE NOT ONLY  
15 PASSED THE C.M.S. SURVEY, WE WERE ABLE TO GET THE JOINT  
16 COMMISSION ACCREDITATION BACK WITHIN SIX MONTHS. SO, I MEAN,  
17 YOU KNOW, ARE THERE GUARANTEES IN THIS LIFE ABOUT THIS SORT OF  
18 THING? I THINK GENEVIEVE IS RIGHT, THERE'S NO GUARANTEES BUT I  
19 CAN SAY THAT WE HAVE BEEN SUCCESSFUL EVERY TIME THAT WE'VE  
20 ATTEMPTED THIS AND WE'RE WILLING TO RISK A SIGNIFICANT AMOUNT  
21 OF OUR REPUTATION AND OUR FEES THAT WE CAN BE SUCCESSFUL HERE.

22

23 **SUP. ANTONOVICH:** HOW DO YOU PROPOSE YOU INCREASE THE  
24 ACCOUNTABILITY AND SUSTAIN IMPROVEMENT AT THE KING/DREW



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1 MEDICAL CENTER WITH REGARD TO THE CLINICAL STAFF BUT  
2 PARTICULARLY REGISTRY NURSES IN SUCH A VERY SHORT TIME FRAME?  
3  
4 **TOM SINGLETON:** WELL, THE REGISTRY ISSUE ACTUALLY, I THINK, AT  
5 THIS POINT WORKS IN FAVOR OF KING/DREW AS OPPOSED TO WORKING  
6 AGAINST KING/DREW. I THINK ABOUT 62 TO 65% OF THEIR NURSES ARE  
7 REGISTRY NURSES. WE DEAL WITH THAT ISSUE IN ALMOST EVERY  
8 HOSPITAL WE GO INTO. I THINK AT ALAMEDA, IT WAS, LIKE, 50%.  
9 AND WHAT WE DO IS WE SIT DOWN WITH THE REGISTRIES AND WE  
10 DETERMINE WHO CAN PROVIDE THE QUALITY THAT WE NEED TO DO THE  
11 JOB AND WE MEET WITH THEM INITIALLY DAILY TO BE SURE THE  
12 INDIVIDUALS THEY'RE PROVIDING TO THE HOSPITAL ARE THE  
13 INDIVIDUALS THAT HAVE THE CLINICAL COMPETENCE AND THE ABILITY  
14 TO DO WHAT NEEDS TO BE DONE AT THAT HOSPITAL. IF THE REGISTRY  
15 CAN'T PROVIDE IT, THEN WE FIND OTHER REGISTRY. BUT THE FACT IS  
16 THAT, IF YOU CONTROL THE QUALITY OF THE INDIVIDUALS PROVIDED  
17 BY THE REGISTRIES, THEN THAT CAN BE OF BENEFIT BECAUSE ONE OF  
18 THE THINGS THAT YOU HAVE WITH THE REGISTRY, AT LEAST,  
19 TYPICALLY THE NURSES ARE COMPETENT BUT THEY'RE NOT TYPICALLY  
20 ORIENTED TO WORK IN THAT PARTICULAR HOSPITAL WITH THOSE  
21 PARTICULAR ISSUES, SO THAT'S WHAT YOU HAVE TO DEAL WITH. AND  
22 SO, AT 62% OR 65%, WE WOULD DEAL DIRECTLY WITH THE REGISTRIES  
23 AND WE WOULD BE SURE THAT THE ONES WE WERE USING WERE  
24 PROVIDING THE QUALITY NURSES THAT WE HAVE. WE HAVE A NUMBER OF  
25 R.N.S THAT WOULD BE ON-SITE CONSTANTLY WORKING WITH THE



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1    REGISTRY, WORKING WITH THE NURSING STAFF TO SEE THAT PATIENTS  
2    WERE BEING PROVIDED QUALITY CARE.

3

4    **SUP. ANTONOVICH:** HOW DO YOU PROPOSE CHANGING THE  
5    ORGANIZATIONAL CULTURE AT THE MEDICAL CENTER SO THAT ALL  
6    CLINICIANS HAVE A SENSE OF OWNERSHIP IN THE HOSPITAL AND THEY  
7    WORK TOGETHER TO PROVIDE THAT SYSTEM-WIDE OPERATION?

8

9    **TOM SINGLETON:** WELL, LET ME BACK UP FOR A MINUTE. WE HAVE TWO  
10    GOALS WITH WHICH WE'VE PUT FORWARD, WE HAVE TWO DELIVERABLES.  
11    THE FIRST DELIVERABLE IS PATIENT SAFETY. WE'VE GOT TO BE SURE  
12    THE PATIENTS ARE BEING TREATED IN A MANNER SO THAT THEIR  
13    HEALTH IS BEING IMPROVED, NOT A DETRIMENT TO THEIR HEALTH. THE  
14    SECOND DELIVERABLE OR THE SECOND GOAL THAT WE WOULD HAVE IS  
15    MAINTAINING C.M.S. ACCREDITATION, OKAY? THOSE ARE OUR TWO  
16    FOCUSES. THOSE ARE GOING TO BE OUR ONLY TWO INITIAL FOCUSES IS  
17    DOING THOSE TWO THINGS. NOW, AS FAR AS CHANGING THE CULTURE,  
18    CHANGING THE CULTURE IN A SITUATION LIKE KING/DREW IS A LONG-  
19    TERM PROCESS. WE'RE PROPOSING A SIX-MONTH CONTRACT HERE. IN  
20    SIX MONTHS, I'LL BE HONEST WITH YOU, WE'RE GOING TO HAVE VERY  
21    LITTLE IMPACT ON THE CULTURE THERE UNLESS NAVIGANT, IN THE  
22    YEAR THEY'VE HAD IT, HAS HAD A LOT OF IMPACT. WE CAN CONTINUE  
23    WHAT THEY'VE DONE BUT YOU'RE NOT GOING TO HAVE A LOT OF IMPACT  
24    IN A SIX-MONTH STINT ON THE CULTURE OF A HOSPITAL LIKE  
25    KING/DREW. WE JUST FINISHED UP A TWO-YEAR PROJECT AT WISHARD



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1 HOSPITAL IN INDIANAPOLIS. THAT PROJECT ENDS AT THE END OF  
2 DECEMBER. WE WERE THERE TWO YEARS. IT'S A SAFETY NET HOSPITAL  
3 FOR MARION COUNTY, WHICH IS THE COUNTY THAT INDIANAPOLIS,  
4 INDIANA IS LOCATED IN AND I WAS WITH THE PRESIDENT OF HEALTH  
5 AND HOSPITALS JUST RECENTLY, THE PERSON WHO BROUGHT US IN, WHO  
6 IS RESPONSIBLE FOR THAT OPERATION, AND HE TOLD US THE THING  
7 THAT HAS IMPRESSED HIM THE MOST IS THE WAY WE'VE BEEN ABLE TO  
8 CHANGE THE CULTURE THERE BUT THAT'S A TWO-YEAR PROJECT. YOU  
9 CAN CHANGE CULTURE IN TWO YEARS. YOU CAN'T CHANGE SIGNIFICANT  
10 CULTURE IN SIX MONTHS. SO OUR FOCUS, OUR DELIVERABLES ARE TWO  
11 HERE: PATIENT SAFETY AND MAINTAINING C.M.S. ACCREDITATION AND  
12 TO DO THOSE TWO THINGS ARE GOING TO TAKE A LOT OF RESOURCES IN  
13 THE SIX MONTHS THAT WE'RE THERE.

14

15 **SUP. ANTONOVICH:** NOW, IN YOUR FRIDAY MEMO TO THE BOARD, YOU  
16 STATED THAT YOU'RE WILLING TO PUT 100% OF THE PROPOSED  
17 PERFORMANCE INCENTIVE OF \$2 MILLION AT RISK. IS THAT WHETHER  
18 OR NOT KING/DREW PASSES C.M.S. REVIEW OR ONLY IF THEY PASS  
19 C.M.S. REVIEW IN THAT FOUR-MONTH TIME FRAME?

20

21 **TOM SINGLETON:** WELL, WHAT WE'RE SAYING IS WE WILL PUT THAT  
22 ENTIRE TWO MILLION AT RISK THAT WE CAN MAINTAIN THE C.M.S.  
23 ACCREDITATION DURING THAT SIX-MONTH TIME FRAME. AND IF WE  
24 DON'T MAINTAIN IT, THEN WE DON'T-- WE DON'T COLLECT THE \$2  
25 MILLION. SO-- AND WE'RE WILLING TO PUT MORE AT RISK, THAT'S



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1 HOW SURE WE ARE, I MEAN. AND WE WANT THIS BOARD TO UNDERSTAND,  
2 IT'S NOT SO MUCH THE MONEY. I MEAN, I'VE BEEN DOING THIS FOR  
3 16 YEARS, I'VE BEEN IN HEALTHCARE FOR 30 YEARS. I HAVE A  
4 PASSION FOR HOSPITALS LIKE KING/DREW. THEY'RE NEEDED. THEIR  
5 SAFETY NET HOSPITALS. OVER THE LAST TWO YEARS, WE'VE WORKED  
6 WITH 4 OR 5 IMPORTANT SAFETY NET HOSPITALS THAT NEED TO BE  
7 THERE TO SERVICE THAT COMMUNITY. AND I THINK WE HAVE THE  
8 EXPERIENCED PEOPLE THAT CAN COME IN AND MAINTAIN THE  
9 ACCREDITATION AT KING/DREW.

10

11 **SUP. ANTONOVICH:** IS YOUR TEAM WILLING TO DO THE 24/7 WORK THAT  
12 IS REQUIRED?

13

14 **TOM SINGLETON:** WE ARE. WE-- WE HAVE TWO-- TWO OF THE MEMBERS  
15 OF OUR TEAM, TWO OF THE SENIOR MEMBERS OF OUR TEAM, ACTUALLY  
16 LIVE IN THE L.A. AREA. THE PERSON WE'RE RECOMMENDING FOR THE  
17 CHIEF NURSING OFFICER LIVES IN L.A. ONE OF THE KEY OPERATORS  
18 LIVE IN L.A. WE'RE WILLING-- WHAT WE TYPICALLY DO IN OUR  
19 PROJECTS FOR THE KEY OPERATORS IS THEY STAY OVER-- EVERY OTHER  
20 WEEKEND, THEY STAY IN TOWN AND, WHEN THEY'RE IN TOWN, THEY  
21 VISIT THE HOSPITALS. I MEAN, THEY'RE ON-SITE. SO, YES, WE WILL  
22 HAVE PEOPLE ON SITE 24 HOURS A DAY, SEVEN DAYS A WEEK, BECAUSE  
23 YOU HAVE TO. THE NIGHT SHIFT IS JUST AS IMPORTANT AS THE DAY  
24 SHIFT. THE WEEKEND SHIFT, IN SOME SENSE, IS MORE IMPORTANT  
25 THAN THE WEEKDAY SHIFT BECAUSE THEY TEND TO BE STAFFED



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1 LIGHTER, SO, YES, WE WILL-- WE WILL HAVE PEOPLE ON SITE 7 DAYS  
2 A WEEK, 24 HOURS A DAY.

3

4 **SUP. ANTONOVICH:** AND HOW MANY PEOPLE ARE YOU INDICATING TO  
5 THIS BOARD THAT WOULD BE ON STAFF TO IMPLEMENT THOSE CHANGES?

6

7 **TOM SINGLETON:** WE ESTIMATE THAT IT WILL TAKE 17 TO 20 FULL-  
8 TIME EQUIVALENT PEOPLE OVER THAT SIX-MONTH PERIOD. IF IT TAKES  
9 MORE, I'M COMMITTING TO YOU, AS THE PRESIDENT, FORMER  
10 PRESIDENT NOW, SENIOR MANAGING DIRECTOR OF CAMBIO THAT WE WILL  
11 PROVIDE MORE. THIS IS NOT A PROJECT THAT WE CAN AFFORD TO FAIL  
12 IN, BOTH-- NOT JUST FINANCIALLY BUT REPUTATIONAL. WE THINK WE  
13 CAN BE SUCCESSFUL HERE. IF IT TAKES MORE THAN 20 PEOPLE, WE'RE  
14 GOING TO PUT MORE THAN 20 PEOPLE IN HERE. NOW, IT'S BEEN SAID  
15 THAT NAVIGANT HAS 29 PEOPLE IN MANAGEMENT ROLES. IF YOU LOOK  
16 AT NAVIGANT'S PROPOSAL, THEY'RE PROPOSING TO PHASE DOWN. I  
17 THINK, IF YOU LOOK OVER THE SIX MONTHS, THAT'S ONLY, LIKE, 17  
18 EQUIVALENT PERSONNEL THAT THEY'RE GOING TO HAVE IN THAT  
19 HOSPITAL OVER THE SIX-MONTH PERIOD. SO THEY'RE PHASING DOWN.  
20 THEY MAY HAVE 29 NOW BUT THAT'S NOT THEIR PROPOSAL. WE FEEL  
21 LIKE, THAT 17 TO 20 IN SPECIFIC AREAS CAN GET THIS JOB DONE.  
22 IF IT CAN'T, WE WILL PUT MORE. NOW, I'D LIKE TO MAKE ONE OTHER  
23 POINT ABOUT THAT. MS. EPPS MADE THE POINT THAT NAVIGANT  
24 UNDERESTIMATED THIS A YEAR AGO. IF YOU REMEMBER A YEAR AGO,  
25 OUR PROPOSAL WAS FOR A LOT MORE FEE AND A LOT MORE PEOPLE





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1 BECAUSE WE FELT LIKE THIS WAS A MUCH BIGGER PROJECT THAN WHAT  
2 NAVIGANT WAS PROPOSING. WE DIDN'T KNOW WHAT NAVIGANT WAS  
3 PROPOSING BUT OUR FEE WAS, LIKE, WAS \$22 MILLION, \$23 MILLION.  
4 NAVIGANT PROPOSED WAS 13, 14 MILLION. WE DIDN'T FEEL LIKE WE  
5 COULD DO IT FOR THAT. TURNS OUT, I THINK, OUR ORIGINAL  
6 PROPOSAL WAS CLOSER TO WHAT IT REALLY IS GOING TO TAKE THAN  
7 NAVIGANT. NOW, I'M NOT BEING CRITICAL. NAVIGANT'S A GOOD  
8 COMPANY. I'M NOT TRYING TO BASH NAVIGANT BUT I'M SAYING THERE  
9 WAS AN UNDERESTIMATION ORIGINALLY OF WHAT IT WOULD COST AND  
10 I'M COMMITTING TO THIS-- THESE SUPERVISORS AND PUBLICLY THAT  
11 WE'RE GOING TO PUT IN AS MANY PEOPLE AS IT TAKES TO GET THIS  
12 DONE. AND I UNDERSTAND WHY MRS. GENEVIEVE-- MRS. EPPS IS  
13 CONCERNED BECAUSE, YOU KNOW, SHE'S NEVER WORKED WITH US,  
14 THOUGH SOME OF OUR INDIVIDUALS THAT WILL BE ON THIS TEAM KNOW  
15 HER, SHE'S NEVER WORKED WITH CAMBIO SPECIFICALLY. SO I THINK  
16 WHAT SHE-- SHE'S SAYING THE DEVIL SHE KNOWS IS BETTER THAN THE  
17 DEVIL SHE DOESN'T KNOW AND THAT WE WILL BRING IN A SEASONED  
18 TEAM HERE THAT WILL SUPPORT HER AND WORK WITH HER AND WE WILL  
19 BE SUCCESSFUL.

20

21 **SUP. ANTONOVICH:** MR. JANSSEN, IN YOUR MEMO TO THE BOARD, YOU  
22 INDICATE THAT THERE'S NO GUARANTEE THAT CAMBIO WOULD ACHIEVE  
23 THESE RESULTS BUT THERE'S ALSO NO GUARANTEE THAT NAVIGANT  
24 WOULD ACHIEVE THOSE RESULTS. BUT DOES NAVIGANT HAVE A BETTER  
25 RECORD THAN CAMBIO IN ACHIEVING THESE RESULTS?



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1

2 **C.A.O. JANSSEN:** WELL, SUPERVISOR, THAT'S TRUE, THERE ARE NO  
3 GUARANTEES AND I WOULD POINT OUT THAT PUTTING YOUR INCENTIVE  
4 PAYMENT AT RISK IS NOT PUTTING ANYTHING AT RISK. THE 4.1  
5 MILLION DOLLARS THAT THEY CAME UP WITH TO CHARGE WAS BASED ON  
6 AN ASSUMPTION BECAUSE IT HAS NO RELATIONSHIP TO WHAT THEY BID  
7 A YEAR AGO, IT'S FAR LESS THAN THEY BID, THAT NAVIGANT HAS, IN  
8 FACT, MADE PROGRESS. SO, NO, THERE IS NO GUARANTEE TO EITHER  
9 ONE. BUT, YOU KNOW, I RESPECT THIS GENTLEMAN, HE CAN SIT HERE  
10 UNTIL THE COWS COME HOME PROMISING, PROMISING, PROMISING BUT  
11 WE KNOW WHAT WE HAVE WITH NAVIGANT. WE KNOW THE PROGRESS THAT  
12 HAS BEEN MADE. WE KNOW THE PEOPLE, THE PEOPLE IN THE FACILITY  
13 KNOW THE PEOPLE.

14

15 **SUP. ANTONOVICH:** THE MEMO, YOU STATED THAT THE CAMBIO'S SIX-  
16 MONTH PROPOSAL IS NOT SIGNIFICANTLY DIFFERENT FROM NAVIGANT'S.  
17 HOWEVER, NAVIGANT IS STATING THAT IT'S A FIXED 4.1 MILLION  
18 WITH-- I SHOULD SAY CAMBIO IS SAYING 4.1 MILLION WITH A \$2  
19 MILLION INCENTIVE ONLY IF THEY ACHIEVE THEIR ACCREDITATION FOR  
20 KING/DREW, AND NAVIGANT'S 5.7 MILLION. SO IT'S BASICALLY, WITH  
21 NO GUARANTEE IF THEY DID NOT ACHIEVE ACCREDITATION.

22

23 **C.A.O. JANSSEN:** YOU'VE GOT TO UNDERSTAND, SUPERVISOR, AND MR.  
24 SINGLETON'S PEOPLE TOLD ME THIS LAST NIGHT, FIRST THING OUT OF  
25 THEIR MOUTH, I SAID, "HOW DID YOU COME UP WITH THE 4.1



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1 MILLION? HOW DO YOU KNOW WHAT THE CONDITIONS ARE AT THE  
2 FACILITY? HOW CAN YOU COME UP WITH THE FIGURE?" AND THEIR  
3 ANSWER WAS, "WE'RE DOING THIS FROM THE OUTSIDE." THEY HAVE NOT  
4 BEEN IN THAT FACILITY. THEY DON'T KNOW HOW MUCH IT'S GOING TO  
5 COST. THEY ARE MAKING PROMISES THAT MAYBE THEY CAN DELIVER BUT  
6 THIS IS NOT A TIME TO BE CHANGING HORSES BECAUSE THEY SAY THEY  
7 CAN DO SOMETHING THAT THEY DON'T KNOW THEY CAN DO. THEY HAVE  
8 NOT BEEN IN THE FACILITY. THEY DO NOT KNOW.

9

10 **SUP. ANTONOVICH:** THAT'S A GOOD POINT. HOWEVER, WHEN NAVIGANT  
11 WAS HERE, THEY HAD INDICATED THEY HAD THE PROFESSIONAL TEAM ON  
12 BOARD, WOULD GO RIGHT INTO THAT FACILITY AND PROVIDE US THE  
13 NECESSARY LEADERSHIP AND CHANGES IN PROCEDURES AND PROTOCOLS,  
14 ONLY FOR THIS BOARD TO FIND OUT, SHORTLY THEREAFTER, IT WAS  
15 NOT A 24/7-DAY COMMITMENT NOR DID THEY HAVE THE PERSONNEL AT  
16 HAND. AS A RESULT OF THE DELIVERABLES THAT THEY INDICATED THEY  
17 WERE GOING TO BE ABLE TO ACHIEVE, WE HAVE APPROXIMATELY 44% OF  
18 THOSE DELIVERABLES BEING PRESENTED TO US AND WE HAVE BEEN TOLD  
19 THAT WE WILL NOT PASS C.M.S. OR J.C.A.H.O.'S ACCREDITATION. WE  
20 KNOW THAT. SO THE STATEMENTS THAT WERE BEING MADE DID NOT PAN  
21 OUT. AND THIS KIND OF REMINDS ME OF AN ABUSED CHILD WHO IS  
22 PHYSICALLY ABUSED AND YET, WHEN THERE'S AN ABILITY TO PUT THAT  
23 CHILD IN A SAFE ENVIRONMENT, CLINGS TO THE ABUSIVE PARENT.  
24 HERE WE HAVE A SITUATION WHERE THIS HOSPITAL WILL FAIL. THE  
25 PAST RECORD INDICATES IT'S GOING TO FAIL. YOU HAVE A GUARANTEE



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1 OF A PROPOSAL BEFORE US THAT NAVIGANT HAS NOT MADE, WE'LL ASK  
2 THEM IF THEY'LL MAKE THE SAME GUARANTEE. THAT COULD SAVE THAT  
3 FACILITY. AND THE QUESTION IS, DO WE THROW CONTINUED RESOURCES  
4 INTO AN ORGANIZATION THAT DID NOT MEET THEIR OBLIGATION OR  
5 THEIR COMMITMENT? OR DO WE GO WITH ANOTHER CONSULTANT WHO HAS  
6 WORKED ON SIMILAR HOSPITALS, BE IT WASHINGTON, D.C., OR  
7 ALAMEDA COUNTY OR OTHERS THAT HAVE MADE THE REFORMS AND  
8 ACCREDITATION POSSIBLE AND C.M.S. CERTIFICATION TO OPERATE AND  
9 FUNCTION? AND, IN MY POSITION, THIS IS AN AUDIBLE AT THE LINE  
10 OF SCRIMMAGE AND, IF YOU'RE GOING TO MAKE THE TOUCHDOWN, THIS  
11 WOULD BE THE PLAY TO PLAY INSTEAD OF PLAYING, YOU KNOW, LIKE  
12 THE OLD INDIAN PROVERB, WHEN YOU'RE RIDING A DEAD HORSE, THE  
13 BEST STRATEGY IS TO DISMOUNT.

14

15 **C.A.O. JANSSEN:** BUT IF YOU'RE LOOKING FOR A SAFE HOME FOR THE  
16 ABUSED CHILD, YOU WANT TO KNOW THAT HOME IS SAFE. THERE IS NO  
17 OTHER FACILITY IN THE UNITED STATES THAT HAS HAD THE PROBLEMS  
18 OF KING. THEY DON'T KNOW OTHERWISE. AND PEOPLE THAT HAVE  
19 WORKED ON THEIR TEAM IN WASHINGTON DO KNOW OTHERWISE. I TALKED  
20 TO ALAMEDA COUNTY. IT IN NO WAY COMPARES TO THE CHALLENGES  
21 THAT WE'VE HAD HERE. THEY WORKED FOUR DAYS A WEEK IN ALAMEDA  
22 COUNTY. OKAY? NAVIGANT GOT...

23

24 **TOM SINGLETON:** THAT'S NOT TRUE. THAT'S NOT TRUE.

25



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1    **C.A.O. JANSSEN:** EXCUSE ME?

2

3    **TOM SINGLETON:** THAT'S NOT TRUE.

4

5    **C.A.O. JANSSEN:** ALL RIGHT. HERE WE GO. IT CAN TAKE MONTHS TO  
6    WORK THIS OUT. I TALKED TO THE PEOPLE IN ALAMEDA COUNTY. THEY  
7    SAID THEY DID A GOOD JOB, THEY WERE NOT CRITICAL BUT THEY HAD  
8    ISSUES AND PROBLEMS THROUGHOUT THE 18 MONTHS THAT THEY WERE  
9    THERE. THIS IS NOT A PERFECT UNDERTAKING. YOU'VE GOT TO KNOW  
10   THE HOME IS SAFE IF YOU'RE GOING TO MOVE THE CHILD THERE.

11

12   **SUP. ANTONOVICH:** BUT HOW LONG, MR. SINGLETON, DOES IT TAKE,  
13   USUALLY, FOR A HOSPITAL TO REFORM AND RESOLVE ACCREDITATION  
14   ISSUES?

15

16   **TOM SINGLETON:** ARE YOU TALKING ABOUT C.M.S. OR J.C.A.H.O.?

17

18   **SUP. ANTONOVICH:** LET'S SAY C.M.S.

19

20   **TOM SINGLETON:** WELL, C.M.S. IS-- J.C.A.H.O. IS MORE OF  
21   PAPERWORK AND HISTORY. C.M.S. IS MORE OF WHAT'S GOING ON  
22   CURRENTLY NOW. YOU HAVE FOUR MAJOR C.M.S. ISSUES THAT YOU'VE  
23   BEEN CITED FOR. IT'S JUST A MATTER OF ORGANIZATION AND PUTTING  
24   THE PEOPLE IN PLACE TO SEE THAT THOSE THINGS ARE CORRECTED.  
25   PROBABLY THE MOST DIFFICULT ONE TO CORRECT IS THE MEDICAL



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1 STAFF ISSUES THAT YOU HAVE BECAUSE YOU'VE GOT TO DEAL WITH THE  
2 MEDICAL STAFF ORGANIZATION. WE HAVE PHYSICIANS WHO WILL WORK  
3 ON THAT, START WORKING ON THAT IMMEDIATELY. I HAVE A PHYSICIAN  
4 HERE TODAY WHO CAN TALK ABOUT THAT IF YOU WANT TO GET INTO  
5 DETAILS BUT, AGAIN, WHAT IS GOING TO HAPPEN IS C.M.S. IS GOING  
6 TO COME BACK IN, I DON'T KNOW, 30, 60, 90 DAYS, THEY CAN COME  
7 BACK ANY TIME, I UNDERSTAND, AFTER NOVEMBER 1 AND THEY'RE  
8 GOING TO LOOK AT PROGRESS AND THEY'RE GOING TO LOOK AT HOW  
9 MUCH PROGRESS YOU'VE MADE AND THEY MAY FIND AREAS THAT YOU  
10 HAVEN'T MADE A HUNDRED PERCENT PROGRESS BUT YOU'RE MAKING  
11 ENOUGH PROGRESS SO THAT THEY'LL SAY, "WE'LL COME BACK IN 30  
12 DAYS AND SEE YOUR PROGRESS ON THIS." SO YOU CAN HAVE AN IMPACT  
13 ON WHETHER C.M.S. IS GOING TO SEE PROGRESS WITHIN 30 TO 60  
14 DAYS. I MEAN, I'M ASSUMING THAT WHAT-- THAT NAVIGANT HAS BEEN  
15 WORKING ON THAT FOR A YEAR, SO THEY'VE ALREADY MADE SOME  
16 PROGRESS. AND I THINK THE LAST TIME C.M.S. WAS IN HERE WAS IN  
17 JUNE OR JULY, SO I ASSUME THAT NAVIGANT HAS MADE, ALONG WITH  
18 THE STAFF AT KING/DREW, HAVE MADE SOME PROGRESS BETWEEN THEN  
19 AND NOW. BUT THE ISSUE IS GOING TO BE, IS THERE GOING TO BE  
20 ENOUGH PROGRESS FOR C.M.S. TO SAY, "WE WILL COME BACK AND LOOK  
21 AT THIS AGAIN" OR "YES, YOU'RE MAKING PROGRESS"? NOW, WHAT I  
22 UNDERSTOOD, AND ONE OF THE REASONS WE PUT IN THE PROPOSAL, IS  
23 THAT THERE WAS A LOT OF DOUBT AMONG THE STAFF, BOTH ON THE  
24 COUNTY LEVEL AND ON NAVIGANT STAFF, THAT THEY WERE GOING TO BE  
25 ABLE TO SHOW THE PROGRESS. SO WE DECIDED, WE FELT LIKE WE



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1 COULD SHOW THAT PROGRESS AND WE'D DONE IT AND SO WE SHOULD PUT  
2 IN THE PROPOSAL. AND LET ME JUST SAY THIS ABOUT OUR FEE. WE  
3 CALCULATED A FEE OF ABOUT \$5.7 MILLION, BASED ON THE 17 PEOPLE  
4 FOR 6 MONTHS THAT WE WERE GOING TO PUT IN HERE. AND WE SAID,  
5 OKAY, IF WE PUT IN THOSE 17 PEOPLE, IT'S GOING TO COST US  
6 ABOUT \$6 MILLION, 5.7 MILLION. LET'S PUT \$2 MILLION OF THAT AT  
7 RISK. SO, IF WE DON'T ACHIEVE OUR GOAL, WE'RE GOING TO LOSE  
8 MONEY ON THIS PROJECT. NOT ONLY ARE WE GOING TO LOSE  
9 REPUTATION, WE'RE GOING TO LOSE MONEY BECAUSE WE'RE NOT GOING  
10 TO GET THE \$2 MILLION THAT'S THE INCENTIVE. WE'VE GOT THAT AT  
11 RISK. NOW, THERE'S NO GUARANTEES ON THIS BUT WE'RE WILLING TO  
12 SAY-- WE'RE WILLING TO PUT OUR FEES AT RISK FOR THAT, TO SAY  
13 WE FEEL THAT CONFIDENT AND WE'VE NEVER-- WE'VE NEVER LOST ONE  
14 BEFORE. AND LET ME JUST SAY THIS ABOUT THE FOUR DAYS. I'M  
15 SORRY I INTERRUPTED THE ADMINISTRATIVE OFFICER. WE HAD ONE  
16 PERSON ON THE ALAMEDA PROJECT, SHE'S A NURSE, SHE WAS HERE  
17 YESTERDAY, WHO WAS WORKING ON HER PH.D. ON THE WEEKEND, AND WE  
18 MADE A COMMITMENT TO HER THAT WE WOULD ALLOW HER TO ATTEND  
19 FRIDAY AND SATURDAY CLASSES. SHE IS THE ONLY PERSON THAT  
20 WORKED FOUR DAYS A WEEK. NOW, SHE DOESN'T HAVE THAT COMMITMENT  
21 EVERY WEEK NOW, SO THAT'S NOT AN ISSUE. MOST OF OUR PEOPLE,  
22 AND I CAN ASSURE YOU THAT, HERE, WE WILL GO, PRIMARILY, THE  
23 PEOPLE WHO ARE FLYING IN, TO WORKING EVERY OTHER WEEKEND. THEY  
24 FLY IN ON MONDAY, THEY WORK ALL THE WAY THROUGH TO THE CLOSE  
25 OF BUSINESS ON THURSDAY AND THEN THEY WILL...





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1

2 **SUP. KNABE:** MADAM CHAIR? MADAM CHAIR? FIRST OF ALL, MR.  
3 SINGLETON, WE HAVE A LOT MORE AT RISK THAN \$2 MILLION.

4

5 **TOM SINGLETON:** I UNDERSTAND. A LOT MORE. YOU'RE RIGHT.

6

7 **SUP. KNABE:** AND I CAN UNDERSTAND THE DIFFICULTY OF YOUR JOB,  
8 FIRST OF ALL, IF YOU WERE TO GET THIS CONTRACT, THAT'S  
9 ANTOINETTE SITTING NEXT TO YOU, NOT GENEVIEVE, SO...

10

11 **TOM SINGLETON:** I APOLOGIZE. I'M SORRY.

12

13 **SUP. KNABE:** I JUST-- I GUESS, MADAM CHAIR, YOU KNOW, SOME  
14 COMMENTS WERE MADE ABOUT STAFFING. WE'RE IN THE PROCESS RIGHT  
15 NOW. WE HAVE AN EXTENSION OF A CONTRACT IN FRONT OF US AND I  
16 THINK, INSTEAD OF GETTING BOGGED DOWN ON HOW MANY PEOPLE YOU'D  
17 PUT THERE OR WHATEVER IT MAY BE, WE NEED TO DEAL WITH THAT  
18 ISSUE BUT ALSO I THINK PUT THE FOCUS WHERE IT BELONGS AND  
19 THAT'S ON THE HOSPITAL AND THE RE-ACCREDITATION, BOTH C.M.S.  
20 AND J.C.A.H.O. WE HAVE HIRED AND SELECTED A PERSON WHO HAS A  
21 PASSIONATE COMMITMENT TO MAKE THAT HOSPITAL RIGHT AND SHE'S  
22 COMMITTED TO DO THAT AND I THINK THAT WE NEED TO SUPPORT THAT.  
23 AS MR. SINGLETON SAID, WELL, THEY HAVE SOMEBODY, A CHIEF  
24 NURSING OFFICER. SHE'S BEEN HERE SEVEN DAYS. SHE'S IDENTIFIED  
25 A POTENTIAL C.N.O. AND A POTENTIAL C.O.O., AND I THINK WE NEED



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1 TO SUPPORT THAT. MY FEELING IS, IS THAT WE DON'T GET BOGGED  
2 DOWN IN WHAT THEY'RE GOING TO PROMISE BUT WE MOVE FORWARD ON  
3 THE EXTENSION BUT, INSTEAD OF JUST HAVING NAVIGANT DO THAT, WE  
4 MAKE HER, PER THE CONTRACT, I THINK THEY CALL IT THE PROJECT--  
5 PROJECT DIRECTOR, MAKE OUR NEW C.E.O. THE PROJECT DIRECTOR,  
6 HAVE NAVIGANT REPORT TO HER AND TO MAKE SURE THAT COUNTY  
7 COUNSEL HAS THE-- GIVES HER THE FLEXIBILITY TO MOVE THAT  
8 PERSONNEL AROUND, TO MAKE THE DECISIONS NECESSARY ON A DAILY  
9 BASIS. I EVEN ASKED HER WHERE SHE MOVED TO, I'M NOT GOING TO  
10 SAY WHAT CITY BUT IT'S CLOSE TO THE HOSPITAL BECAUSE SHE WANTS  
11 TO BE CLOSE TO THE HOSPITAL. AND SHE KNOWS THAT IT WOULDN'T BE  
12 GOOD TO HAVE TO COMMUTE A ZILLION MILES. AND SO WHAT I'M  
13 SAYING IS, IT'S ALL WELL AND GOOD THAT CAMBIO, AT THE LAST  
14 MINUTE, COMES IN HERE AND HAS PROBABLY MADE A FAIR OFFER OR  
15 WHATEVER IT MAY BE. WE HAVE A LOT MORE AT STAKE THAN \$2  
16 MILLION BUT WE'VE ALSO SELECTED SOMEONE TO RUN THAT HOSPITAL  
17 AND, AS SUPERVISOR MOLINA SAID, I MEAN, I BELIEVE SHE IS OUR  
18 LAST HOPE OUT THERE, AND I WANT TO SUPPORT HER. AND I THINK  
19 WE, AS A BOARD, NEED TO SUPPORT HER, THE DEPARTMENT NEEDS TO  
20 SUPPORT HER AND WE NEED TO GIVE HER THE FLEXIBILITY TO WORK  
21 AND TO LEAD THAT HOSPITAL TO BE RE-ACCREDITED. NOT HAVING  
22 NAVIGANT AND HAVING HER HAVE TO DO ALL THIS TRIANGLE THAT  
23 WE'VE BEEN GOING THROUGH, NOW HAVING HER IN CHARGE, HAVING  
24 NAVIGANT REPORT TO HER AND THE DEPARTMENT SUPPORTING BOTH AND  
25 I THINK THAT'S THE DIRECTION WE NEED TO GO INSTEAD OF TRYING



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1 TO NEGOTIATE A SIDE DEAL CONTRACT HERE TODAY WHERE WE'RE AT  
2 THIS CRITICAL JUNCTURE WHERE WE DO NOT WANT TO LOSE FOCUS OF  
3 WHAT IS BEFORE US AND THAT IS TO SAVE THAT HOSPITAL. THAT IS  
4 WHAT OUR ULTIMATE RESPONSIBILITY IS HERE TODAY, AND SO THERE'S  
5 A LOT GOING ON HERE BUT I JUST FELT STRONGLY THAT WE NEED TO  
6 DO THAT AND I THINK SHE'S MADE THAT COMMITMENT TO US AND I  
7 THINK, WITH THAT, THEN WE NEED TO BACK HER UP AND GIVE HER ALL  
8 THE SUPPORT THAT SHE NEEDS.

9

10 **SUP. MOLINA, CHAIR:** MS. BURKE?

11

12 **SUP. BURKE:** I REALLY DID NOT WANT TO GET INTO A LOT OF THE  
13 THINGS THAT ARE BEING DISCUSSED HERE BECAUSE I JUST THINK THAT  
14 IT'S VERY UNUSUAL THAT YOU HAVE SOMEONE WHO YOU HAVE A  
15 PROPOSED CONTRACT AND THEN YOU HAVE A NEW PROPOSAL AFTER ALL  
16 OF THESE TERMS HAVE BEEN REVIEWED. BUT I'D LIKE TO REALLY,  
17 BEFORE I GET INTO SOME OF THE THINGS, TO ME, INSTABILITY HAS  
18 THE BEEN THE EAR MARK OF MARTIN LUTHER KING HOSPITAL. THERE  
19 HAS NOT BEEN PERMANENT STAFF. NOW, MY UNDERSTANDING IS THAT WE  
20 HAVE THE POSSIBILITY OF GETTING A NEW NURSE WHO WILL BE IN  
21 CHARGE. BUT NOW WHAT YOU'RE PROPOSING IS THAT YOU WANT TO HAVE  
22 YOUR OWN NURSE IN CHARGE AND MY UNDERSTANDING OF THE WHOLE  
23 AGREEMENT THAT WE HAVE WITH NAVIGANT IS THAT WE PRESUPPOSED  
24 THAT WE'RE GOING TO GET PERMANENT POSITIONS AND THAT THEY WILL  
25 ONLY HAVE PEOPLE THERE, THOSE POSITIONS THAT ARE DESCRIBED, AS



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1 LONG AS WE DO NOT HAVE PEOPLE, PLUS I ASSUME THERE WILL BE A  
2 CERTAIN AMOUNT OF OVERLAP BETWEEN THE TIME THE PERMANENT  
3 PERSON COMES ON AND THE ACTING PERSON THAT WE'VE HAD FOR THE  
4 LAST YEAR OR WHATEVER PERIOD OF TIME IT IS GETS A CHANCE TO  
5 MAKE A TRANSITION THAT IS REASONABLE. NOW, WHAT ARE YOU  
6 PROPOSING AS IT RELATES TO-- THE NUMBERS THAT YOU'VE QUOTED  
7 ARE FOR A SIX-MONTH PERIOD BUT DOES THAT PRESUPPOSE THERE  
8 WOULD BE NO PERMANENT PEOPLE IN THOSE POSITIONS?

9

10 **TOM SINGLETON:** BASICALLY, YES. WE DON'T FEEL LIKE THAT WE CAN  
11 BE SUCCESSFUL WITH C.M.S. UNLESS WE HAVE OUR PEOPLE, WHO HAVE  
12 DONE IT TIME AND TIME AGAIN, IN THE CRITICAL POSITIONS. WE'RE  
13 WILLING TO WORK WITH MS. EPPS AND SHE CAN SUPERVISE US BUT, AS  
14 FAR AS THE CHIEF NURSING OFFICER, THE CHIEF OPERATING OFFICER,  
15 WE FEEL-- I MUST TELL YOU, I FEEL LIKE IT'S A MISTAKE, UNTIL  
16 YOU GET THE C.M.S. ISSUE OFF THE TABLE, TO BRING IN YOUR OWN  
17 PEOPLE IN THOSE ROLES AND MRS. EPPS AND I WILL PROBABLY  
18 DISAGREE ON THAT BUT I'VE DONE THIS TIME AND TIME AGAIN...

19

20 **SUP. KNABE:** WAIT A MINUTE. ARE WE GOING TO ALLOW HIM TO  
21 SECOND-GUESS OUR NEWLY...

22

23 **SUP. BURKE:** I'M JUST...

24

25 **SUP. KNABE:** ...C.E.O. GIVE ME A BREAK.



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1

2 **SUP. BURKE:** IT'S UNBELIEVABLE BUT LET'S JUST GO ON WITH IT.

3

4 **SUP. MOLINA, CHAIR:** WAIT JUST A MINUTE. COULD YOU...

5

6 **SUP. BURKE:** I MEAN, I'M JUST-- ALL RIGHT, SO WHAT ABOUT MRS.

7 EPPS? IS IT YOUR POSITION THAT YOU WOULD HAVE YOUR PERSON IN

8 CHARGE AND WHAT WOULD HER POSITION BE? YOU HAVE QUOTED FOR A

9 PERSON WHO WOULD BE...

10

11 **TOM SINGLETON:** SHE WOULD BE CHIEF IMPLEMENTATION OFFICER AND

12 OUR PROPOSAL IS SHE WOULD REPORT TO MRS. EPPS, MS. EPPS, THE

13 CHIEF IMPLEMENTATION OFFICER WHO WILL BE THE PERSON OVERSEEING

14 THE IMPLEMENTATION, YES.

15

16 **SUP. BURKE:** ALL RIGHT. WELL, I THINK THAT THIS, OF COURSE, IS

17 A MATTER OF, I SUPPOSE, SOME MEMBERS OF THIS BOARD BELIEVE

18 THAT THAT'S A GOOD APPROACH. OTHERS OF US BELIEVE THAT WE DO

19 NEED TO GET PERMANENT STAFF THERE AND THAT, UNLESS WE DO GET

20 PERMANENT STAFF, WHATEVER WE HAVE AFTER THE END OF THAT SIX

21 MONTHS IS GOING TO COLLAPSE BECAUSE WE THEN HAVE TO GO OUT AND

22 TRY TO FIND THESE PEOPLE TO SUBSTITUTE BECAUSE I ASSUME THAT

23 YOUR PEOPLE WILL NOT BE MAKING A LONG-TERM COMMITMENT. YOU

24 KNOW, AS I SEE IT, YOU CAN'T LOSE ON THIS, BECAUSE ALL YOU

25 HAVE TO DO AT THE END, IF YOU DON'T GET IT, YOU SAY, "WELL,



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1 NAVIGANT MESSED IT UP SO BAD WE COULDN'T TAKE CARE OF IT."  
2 IT'S A EASY SITUATION WHEN YOU COME IN, AS YOU'RE PROPOSING TO  
3 DO. I'M REALLY A LITTLE BIT SURPRISED, BECAUSE IT JUST SEEMS  
4 TO BE A VERY UNUSUAL APPROACH FOR PROFESSIONALS TO TAKE. BUT  
5 I'D LIKE TO ASK ONE FINAL QUESTION, AS YOU SAY THAT YOU  
6 PROPOSED \$24 MILLION. WOULD YOU TELL US THE DIFFERENCE, IN  
7 TERMS OF STAFF POSITIONS, THAT YOU WOULD HAVE HAD WITH YOUR  
8 \$24 MILLION THAT WERE NOT PRESENT WITH NAVIGANT AND HOW YOU  
9 THINK THAT WOULD HAVE MADE A DIFFERENCE.

10

11 **TOM SINGLETON:** WELL, IT'S DIFFICULT FOR ME TO SAY THAT BECAUSE  
12 I DON'T KNOW WHAT STAFF NAVIGANT HAS PUT IN OVER THE LAST  
13 YEAR. I KNOW WHAT THEY'RE PROPOSING TO PUT IN OVER THE NEXT  
14 SIX MONTHS BUT I THINK IF YOU LOOK AT-- IF YOU LOOK AT THE  
15 TOTAL COST OF THE NAVIGANT PROPOSAL AT THE END OF THE 18  
16 MONTHS, YOU'RE GOING TO BE AWFUL CLOSE TO WHAT WE-- WHAT WE  
17 ORIGINALLY PROPOSED AND OURS WAS A FIXED FEE TO GET IT DONE IN  
18 12 MONTHS.

19

20 **SUP. BURKE:** WELL, OF COURSE, WHAT HAPPENED IS THAT THERE WERE  
21 ADDITIONAL POSITIONS ADDED TO THEIR R.F.P. THAT YOU DID NOT  
22 PROPOSE ON THAT WOULD HAVE BEEN ADDED, YOU KNOW, UNLESS YOU  
23 WOULD HAVE NOT CHARGED FOR THOSE PEOPLE BUT I THINK THAT, YOU  
24 KNOW, THAT'S ALSO KEY TO WHAT I'M SAYING. IF YOU DON'T KNOW  
25 WHO'S BEEN THERE AND WHO'S THERE IN WHAT POSITIONS AND YOU'RE



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1 GOING TO HAVE TO COME IN AND YOU SAY, IN TWO MONTHS, BECAUSE  
2 C.M.S. MAY BE THERE IN DECEMBER, RIGHT?

3

4 **TOM SINGLETON:** RIGHT.

5

6 **SUP. BURKE:** AND, IN TWO MONTHS, YOU'RE GOING TO GUARANTEE THAT  
7 C.M.S. HOLDS OFF FOR SIX MONTHS BECAUSE WHAT YOUR GUARANTEE  
8 IS, IS THAT AT THE END OF SIX MONTHS, C.M.S. WILL HAVE  
9 APPROVED AND WILL HAVE AGREED TO CONTINUE WITH THE CONTRACT  
10 WITH THE HOSPITAL. BUT, IF THEY COME IN TWO MONTHS AND THEY  
11 SAY, "WE'RE TERMINATING," YOU'RE IN AN APPEAL-- I DON'T EVEN  
12 KNOW WHETHER WE EVEN HAVE AN APPEAL SITUATION. HOW DO YOU PLAN  
13 TO DO THAT?

14

15 **TOM SINGLETON:** PLAN TO DO WHAT? I'M SORRY.

16

17 **SUP. BURKE:** WE EXPECT C.M.S. IN POSSIBLY TWO MONTHS...

18

19 **TOM SINGLETON:** RIGHT.

20

21 **SUP. BURKE:** IN TWO MONTHS, THEY WILL DECIDE YEA OR NAY. WE  
22 DON'T HAVE SIX MONTHS BEFORE THEY COME UNLESS THEY HAVE  
23 REPRESENTED TO YOU THAT THEY'RE GOING TO WAIT FOR SIX MONTHS  
24 AND GIVE YOU A CHANCE TO DO IT.

25





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1   **TOM SINGLETON:** NO. WE HAVE HAD NO CONVERSATIONS WITH C.M.S.  
2   SPECIFICALLY ABOUT THIS ORGANIZATION. I JUST KNOW HOW C.M.S.  
3   OPERATES AND THEY WILL NOT NECESSARILY COME IN AND SAY YEA OR  
4   NAY IN TWO MONTHS. THEY WILL COME IN, AS I SAID EARLIER, AND  
5   LOOK AT THE PROGRESS THAT'S BEING MADE AND DETERMINE WHETHER  
6   THAT PROGRESS IS ENOUGH SO THAT THEY WILL COME BACK IN ANOTHER  
7   30 DAYS OR ANOTHER 60 DAYS TO SEE WHAT THE PROCESS IS.

8

9   **SUP. YAROSLAVSKY:** IS THAT YOUR UNDERSTANDING OF THAT, DR.  
10   GARTHWAITE?

11

12   **DR. THOMAS GARTHWAITE:** WELL, I CAN'T GET C.M.S. TO...

13

14   **SUP. YAROSLAVSKY:** IT'S NOT WHAT I'VE HEARD YOU TELL US BEFORE  
15   AND WHAT YOU TOLD ME LAST WEEK...

16

17   **SUP. BURKE:** RIGHT, THAT WAS WHAT WE WERE TOLD LAST WEEK.

18

19   **DR. THOMAS GARTHWAITE:** I'VE ASKED FOR THAT SPECIFIC  
20   INFORMATION BECAUSE WE'RE A UNIQUE-- WE'RE-- IF IT WERE JUST  
21   THE FIRST VISIT FROM C.M.S., WE WOULD EXPECT EXACTLY WHAT IS  
22   BEING SAID. ON THE OTHER HAND, THOUGH, WE'VE HAD A ONE YEAR  
23   M.O.U., WHICH IS UNIQUE. I DON'T KNOW OF ANY HOSPITALS THAT  
24   EVER GOT, LIKE, A ONE-YEAR M.O.U. FROM C.M.S. AND SO THEY'RE  
25   SETTING NEW HISTORY, I GUESS, AND NEW PROCEDURES SO...



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1

2 **SUP. ANTONOVICH:** THEY COULD PULL THE PLUG IN DECEMBER.

3

4 **SUP. BURKE:** RIGHT. THEY COULD PULL IT IN DECEMBER. THAT'S WHAT  
5 WE-- WHAT I'M SAYING.

6

7 **DR. THOMAS GARTHWAITE:** RIGHT, EXACTLY. I ASKED THE SPECIFIC  
8 QUESTION, IF WE WERE CLOSE, WOULD THERE BE A PERIOD OF TIME TO  
9 FINISH UP WHATEVER YOU THINK IS NEEDED TO MEET CONDITIONS OF  
10 PARTICIPATION AND THERE IS NO ANSWER YET. THEY ARE STILL  
11 TALKING.

12

13 **SUP. BURKE:** BUT SEE, WE ARE TALKING ABOUT A CONTRACT WITH  
14 SOMEONE WHO IS GUARANTEEING, IN SIX MONTHS C.M.S. WILL HAVE AN  
15 APPROVAL THERE, WHEN WE MAY NOT EVEN HAVE A MONTH.

16

17 **TOM SINGLETON:** I'M NOT SURE HOW YOU'RE INTERPRETING OUR  
18 PROPOSAL. OUR PROPOSAL IS...

19

20 **SUP. BURKE:** I MISUNDERSTOOD YOU, BECAUSE I THOUGHT YOU SAID  
21 THAT YOU WILL GUARANTEE THAT, AT THE END OF SIX MONTHS, C.M.S.  
22 WILL HAVE AN APPROVAL IN PLACE IN THAT HOSPITAL, BECAUSE YOU  
23 DIDN'T REFER TO J.C.A.H.O., YOU DID NOT TALK ABOUT J.C.A.H.O.

24



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1   **TOM SINGLETON:** NO. IN OUR OPINION, THE HOSPITAL WILL NOT BE  
2   ABLE TO GET ACCREDITED BY J.C.A.H.O. IN SIX MONTHS. THAT'S NOT  
3   PART OF WHAT WE'RE PROPOSING THERE. IT'S NOT-- I MEAN, YOU  
4   KNOW, I DON'T THINK-- OUR EXPERIENCE IS THAT'S NOT GOING TO  
5   HAPPEN, BECAUSE YOU'VE GOT TO HAVE HISTORY WITH J.C.A.H.O. YOU  
6   DON'T HAVE TO HAVE-- YOU HAVE TO SHOW HISTORY THAT YOU HAVE  
7   BEEN DOING CERTAIN THINGS OVER A PERIOD OF TIME.

8

9   **SUP. BURKE:** OF FOUR MONTHS, RIGHT, AND WE ARE IDENTIFYING  
10  THOSE THINGS AND THAT'S ONE OF THE THINGS WE'VE BEEN TALKING  
11  ABOUT. IN FACT, I HAVE BEEN-- I SAID TO DR. GARTHWAITE, I WAS  
12  GOING TO PUT IT IN WRITING BECAUSE I DID GO THROUGH THOSE  
13  THINGS WHERE THEY'RE LOOKING AT A FOUR-MONTH LEAD TIME AND TO  
14  SEE IF WHETHER OR NOT WHERE WE ARE IN THAT FOUR-MONTH LEAD  
15  TIME. BUT, YOU KNOW, I GET THE IMPRESSION, FROM MY COLLEAGUES  
16  HERE, THAT THEY BELIEVE THAT YOU HAVE GUARANTEED THEM THAT  
17  YOU'RE GOING TO HAVE C.M.S. AND THAT YOU'RE GOING TO HAVE  
18  J.C.A.H.O. AND EVERYTHING HERE AND THAT NO ONE ELSE IS  
19  GUARANTEEING YOU THAT. BUT, YOU KNOW, I, AS I SAID...

20

21  **TOM SINGLETON:** NO. I'M SORRY IF THERE'S BEEN A  
22  MISUNDERSTANDING. WE HAVE INTENTIONALLY NOT SAID ANYTHING  
23  ABOUT J.C.A.H.O. BECAUSE I DON'T THINK YOU'RE GOING TO GET  
24  J.C.A.H.O. IN SIX MONTHS. I MEAN, THAT'S MY OPINION. WE'RE



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1 GOING TO TRY OUR BEST, BUT MY OPINION IS YOU'RE NOT GOING TO  
2 BE SUCCESSFUL WITH J.C.A.H.O. IN SIX MONTHS.

3

4 **SUP. BURKE:** I HAVE NO OTHER QUESTIONS.

5

6 **SUP. MOLINA, CHAIR:** MR. YAROSLAVSKY, THEN MR. KNABE.

7

8 **SUP. YAROSLAVSKY:** I'VE SAT HERE PATIENTLY NOW, IT'S BEEN  
9 ALMOST AN HOUR SINCE WE RESUMED AFTER OUR RECESS. I'M NOT  
10 KNOCKING ANY BOARD MEMBER. I'M NOT. I AM GOING TO KNOCK THE  
11 SITUATION WE FIND OURSELVES IN. WE HAVE NOW SPENT ALMOST AN  
12 HOUR TALKING TO SOMEBODY WITH WHOM WE ARE NOT GOING TO  
13 CONTRACT. OUR CONTRACTOR HAS BEEN SITTING HERE FOR THE LAST  
14 HOUR AND WE HAVEN'T SAID A WORD TO HER. OUR DIRECTOR OF HEALTH  
15 HAS ONLY BEEN ASKED TO COMMENT ON-- MOSTLY ON CAMBIO. MS. EPPS  
16 WAS ASKED BRIEFLY TO COMMENT ON HOW SHE LIKES IT HERE AND WHAT  
17 SHE'S FOUND AND THEN ON CAMBIO. CAMBIO ISN'T GOING TO BE  
18 WORKING FOR US. I CAN COUNT JUST AS WELL AS THE NEXT GUY.  
19 CAMBIO SHOULDN'T BE WORKING FOR US. THE RECOMMENDATION IS  
20 SOUND. I SAID LAST WEEK AND I'M GOING TO SAY IT NOW IN YOUR  
21 PRESENCE, I THINK THAT YOUR BEHAVIOR IN THIS IS THOROUGHLY  
22 UNPROFESSIONAL. I, IN 30 YEARS IN PUBLIC OFFICE, HAVE NEVER  
23 SEEN AND I'VE SEEN SOME REALLY CUTTHROAT CONSULTANTS IN MY  
24 DAY, I'VE NEVER SEEN ANYTHING LIKE THIS. I'M NOT GOING TO  
25 EMBARRASS YOU. I'VE TALKED TO PEOPLE IN ALAMEDA COUNTY, TOO,



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1 AND I'VE TALKED TO PEOPLE ELSEWHERE AND IT WOULDN'T BE FAIR  
2 FOR ME TO JUST SINGLE OUT THE COMPLAINTS THAT PEOPLE HAVE  
3 ABOUT YOU ANY MORE THAN IT WOULD BE FAIR FOR YOU TO SINGLE OUT  
4 THE MANY COMPLAINTS THAT PEOPLE HAVE ABOUT ME. BUT YOU'RE NOT  
5 PERFECT. NEITHER AM I AND NEITHER IS THIS BOARD. I THINK OUR  
6 TIME WOULD BE BETTER SPENT-- ACTUALLY, I THINK OUR TIME WOULD  
7 BE BETTER SPENT LETTING MS. EPPS, DR. GARTHWAITE, DR. CHERNOF  
8 AND THE REST OF OUR TEAM GO BACK TO WORK. IN THE ABSENCE OF  
9 THAT, I THINK OUR NEXT BEST THING WOULD BE FOR US TO HAVE--  
10 OUR TIME WOULD BE BEST SPENT BY TALKING TO OUR CONSULTANT, THE  
11 ONE WE'RE PAYING \$15 MILLION FOR, AND THE ONE WE'RE GOING TO  
12 BE ASKED TO-- WE'RE BEING ASKED TODAY TO VOTE TO EXTEND THE  
13 CONTRACT FOR ANOTHER SEVERAL MILLION DOLLARS AND TO FIGURE OUT  
14 WHAT THEY WILL DO IN CONJUNCTION WITH MS. EPPS AND DR.  
15 GARTHWAITE AND OUR TEAM TO GET US TO WHERE WE HAVE TO GO. THIS  
16 THING WAS DEAD ON ARRIVAL LAST WEEK. I DON'T-- I'M NOT  
17 KNOCKING THAT IT WAS BROUGHT UP AND YOU WANT TO DISCUSS IT. I  
18 THINK IT'S UNPROFESSIONAL FOR THEM TO BE IN HERE IN THIS KIND  
19 OF A SITUATION, PUTTING MR. JANSSEN AND MR. SINGLETON IN A  
20 PING-PONG MATCH ABOUT HOW GOOD A JOB THEY DID IN ALAMEDA OR  
21 WHAT THEY DID OR HOW MANY DAYS A WEEK. IF WE HAVE QUESTIONS  
22 ABOUT THOSE KINDS OF THINGS, LET'S ASK THEM OF OUR CONSULTANT.  
23 WE'VE GIVEN-- THIS IS BASICALLY A PUBLIC HEARING FOR CAMBIO.  
24 WE USUALLY GIVE PEOPLE ONE TO THREE MINUTES TO HAVE A PUBLIC  
25 HEARING. HE SAT HERE FOR AN HOUR AND HE'S DEBATING OUR HEALTH



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1 DIRECTOR. HE DOESN'T HAVE A CLUE AS TO WHAT'S GOING ON HERE.  
2 NOT A CLUE, OTHER THAN WHAT HE'S READ IN THE NEWSPAPERS. HE  
3 HASN'T BEEN IN THERE. AND, YEAH, THAT'S TRUE THAT MS. BURKE IS  
4 ABSOLUTELY RIGHT, HE'LL BLAME THE PREDECESSOR, JUST LIKE OUR  
5 CONSULTANT, FOR GOOD REASON, SAID IT WAS FAR WORSE THAN WE  
6 EVER THOUGHT IT WAS. IT'S NOT OUR FAULT. BUT AT LEAST WE'RE  
7 TRYING TO GET OUR ARMS AROUND IT. WE NEED TO GET ON WITH OUR  
8 BUSINESS AND I HOPE THAT WE CAN-- WE HAVE SOME CRITICAL VOTES  
9 TO MAKE HERE TODAY. WE HAVE SOME CRITICAL ISSUES TO DISPOSE OF  
10 ONE WAY OR THE OTHER TODAY AND THEN LET OUR PEOPLE GET BACK TO  
11 WORK. NOTHING GETS DONE HERE. I'M SORRY TO SAY IT AND I'M  
12 SPEAKING ABOUT MYSELF AS MUCH AS ANYBODY ELSE, NOTHING GETS  
13 DONE BY OUR DOING THIS SORT OF THING. SO I URGE THAT WE GET ON  
14 WITH IT AND THAT'S ALL I HAVE TO SAY.

15

16 **SUP. MOLINA, CHAIR:** MR. KNABE.

17

18 **SUP. KNABE:** YES, MADAM CHAIR, I WOULD MOVE THE C.A.O.'S  
19 RECOMMENDATION.

20

21 **SUP. YAROSLAVSKY:** SECOND.

22

23 **SUP. MOLINA, CHAIR:** ALL RIGHT. I HAVE A COUPLE OF QUESTIONS.  
24 IT'S HARD FOR ME TO APPRECIATE MR. YAROSLAVSKY'S FRUSTRATION  
25 ABOUT GETTING EVERYBODY BACK TO WORK BECAUSE I'VE BEEN



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1 WONDERING ABOUT THAT WORK AS IT GOES ALONG. I THINK IT'S A  
2 REAL DILEMMA AND, UNFORTUNATELY, AT THE END OF THE DAY, THE  
3 DECISIONS DO LIE HERE. WE ALL MADE THE DECISION, I THINK IT  
4 WAS FIVE-OH, IF I'M NOT MISTAKEN, ABOUT SELECTING NAVIGANT,  
5 BASED ON WHAT WE WERE TOLD FROM THE DEPARTMENT OF HEALTH  
6 SERVICES AND REINFORCEMENT LETTER BY C.A.O. ABOUT WHAT  
7 NAVIGANT WOULD BRING TO MARTIN LUTHER KING. WE HAVE HAD THAT  
8 EVALUATED, WE'VE HAD IT AUDITED. WE PERSONALLY HAVE SPENT TIME  
9 WITH IT AND, AT THE END OF THE DAY, I DON'T HAVE ANY  
10 ASSURANCES. IN FACT, THE ONLY ASSURANCES I HAVE ARE THAT  
11 "WE'RE WORKING ON IT" AND "THINGS ARE GETTING BETTER." AND  
12 THAT'S SUPPOSED TO BE SATISFYING AND I'M SUPPOSED TO LET THEM  
13 GO ON AND GET BACK TO WORK AND YET WE NEVER CAN GET A  
14 DETERMINATION OF WHAT THAT WORK IS. WHAT IS IT THAT THEY'RE  
15 DOING? IT'S HARD FOR ME TO UNDERSTAND. IT'S ALWAYS "IN  
16 PROGRESS." A YEAR LATER AND 15 MILLION PLUS AND IT'S ALWAYS IN  
17 PROGRESS. SO I'M GOING TO ASK KAE TO JOIN US AND PROVIDE ME  
18 SOME ASSURANCES AS TO WHAT THEY'RE GOING TO BE DELIVERING TO  
19 ME AND TO GIVE ME SOME ASSURANCES. AGAIN, THERE IS NO DOUBT  
20 THAT THE GENTLEMAN FROM CAMBIO, WHEN THEY FIRST CAME IN, WE  
21 WERE VERY CONCERNED BUT I REMEMBER-- PLEASE JOIN US, KAE.

22

23 **SUP. YAROSLAVSKY:** ARE YOU GOING TO ASK MR. SINGLETON TO LEAVE?

24

25 **SUP. MOLINA, CHAIR:** WHAT?! I MEAN THEY CAN'T SIT THERE?





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1

2 **SUP. YAROSLAVSKY:** WELL, I FIND IT TOTALLY INAPPROPRIATE FOR  
3 THEM TO SIT HERE...

4

5 **SUP. MOLINA, CHAIR:** WELL, I DON'T CARE IF YOU DO...

6

7 **SUP. YAROSLAVSKY:** WELL, I DO AND I WOULD ASK THE BOARD TO  
8 TAKE-- IF YOU'RE-- I MEAN, IT'S JUST TOTALLY INAPPROPRIATE FOR  
9 THEM TO BE...

10

11 **SUP. MOLINA, CHAIR:** SIR, MR. YAROSLAVSKY WOULD NOT LIKE YOU TO  
12 SIT AT THE SAME TABLE WITH KAE, SO COULD WE DISMISS YOU?

13

14 **SUP. YAROSLAVSKY:** GLORIA, THAT RIDICULOUS...

15

16 **TOM SINGLETON:** COULD I MAKE ONE STATEMENT?

17

18 **SUP. MOLINA, CHAIR:** SURE. I DON'T THINK IT'S INAPPROPRIATE  
19 LIKE HE SEEMS TO.

20

21 **TOM SINGLETON:** YEAH, I KNOW OUR PROPOSAL WAS UNORTHODOX BUT WE  
22 UNDERSTOOD THAT THERE WERE PEOPLE HERE SAYING KING DREW  
23 HOSPITAL WAS GOING TO CLOSE BECAUSE IT WASN'T GOING TO PASS  
24 C.M.S. AND IT COULD NOT EXIST WITHOUT THAT REIMBURSEMENT SO WE  
25 DID SOMETHING UNORTHODOX. WE PUT IN A PROPOSAL THAT WE THOUGHT



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1 WOULD GO A LONG WAY IN HELPING SAVE KING/DREW. IF THAT'S  
2 INAPPROPRIATE, I APOLOGIZE TO THIS BODY BUT WE THOUGHT THAT  
3 WAS WHAT WAS BEST FOR THE COMMUNITY AND THAT WAS WHAT WAS BEST  
4 FOR US. SO WE TRIED. I APOLOGIZE IF I'VE OFFENDED PEOPLE BY  
5 THAT, BECAUSE WE DID NOT INTEND TO OFFEND PEOPLE BY THAT. SO  
6 THANK YOU FOR YOUR TIME.

7

8 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, SIR. KAE? I THINK THAT  
9 YOU HEARD THE KIND OF COMMITMENT THAT CAMBIO HAS MADE AND IT  
10 CERTAINLY IS A CHALLENGE TO YOU AND YOU'VE HEARD MY CONCERN  
11 ABOUT THE FACT THAT WE'RE GETTING MORE OF THE SAME. IT SEEMS  
12 AS THOUGH WHAT WE WILL GET AT THE END OF SIX MONTHS IS "WE  
13 TRIED VERY HARD, WE MADE PROGRESS." CAN YOU GIVE ME SOME  
14 ASSURANCES? I MEAN, I HAVE A DUTY HERE AND WE MIGHT BE WASTING  
15 YOUR TIME, WHICH I'M TOLD WE'RE DOING, AND YET, AT THE SAME  
16 TIME, I'VE GOT TO MAKE A FIVE-PLUS MILLION-DOLLAR DECISION  
17 RIGHT NOW AND HEAVEN FORBID THAT WE TAKE, YOU KNOW, 45 MINUTES  
18 TO DO SO BECAUSE IT WOULD BE A WASTE OF TAXPAYER FUNDS BUT  
19 PERMIT ME, IF YOU WOULD, TO ASK YOU THAT QUESTION BECAUSE I  
20 NEED TO GET A BETTER UNDERSTANDING OF EXACTLY WHAT KIND OF  
21 COMMITMENT YOU'RE MAKING, HOW IS IT GOING TO WORK, WHAT ARE  
22 SOME OF THE DELIVERABLES OTHER THAN "PROGRESS WE'RE MAKING."  
23 TELL ME WHAT I MIGHT GET AT THE END OF YOUR CONTRACT THIS TIME  
24 AROUND.

25



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1   **KAE ROBERTSON:** OKAY. LET ME START BY SAYING THAT THE  
2   CONTINUATION OF THE WORK PLAN IS A PART OF THE DELIVERABLES  
3   AND IF YOU WOULD ASK THE C.A.O. AND THE D.H.S. AUDITOR FOR THE  
4   CURRENT WORK PLAN ON URGENT RECOMMENDATIONS, WHEN YOU TAKE  
5   AUDIT NUMBER 1 AND AUDIT NUMBER 2, WE'VE ACCOMPLISHED 82% OF  
6   THOSE. FOR SHORT-TERM RECOMMENDATIONS, WE HAVE ACCOMPLISHED  
7   80% OF THOSE. AND WHEN YOU LOOK AT INTERMEDIATE THOSE ARE  
8   DUE...

9

10   **SUP. ANTONOVICH:** 80% OF THE 44?

11

12   **KAE ROBERTSON:** THE WORK PLAN RECOMMENDATIONS. SO THERE'S TWO  
13   COMPONENTS. THERE ARE THE DELIVERABLES IN THE CONTRACT AND  
14   THEN, AS I THINK YOU ASKED, HOW ARE WE ACCOMPLISHING C.M.S.  
15   AND J.C.A.H.O., THAT'S WHAT THE WORK PLAN AND THE  
16   RECOMMENDATIONS ARE RELATIVE TO. ON THE SHORT-TERM  
17   RECOMMENDATIONS, WE'VE ACCOMPLISHED 80%. ON URGENT, WE'VE  
18   ACCOMPLISHED 82%. THE INTERMEDIATE RECOMMENDATIONS ARE DUE  
19   OCTOBER 31ST AND WE EXPECT TO BE IN THE SAME RANGE FOR THOSE.  
20   SO WE'RE PROJECTING TO BE 80 TO 90% DONE WITH BOTH URGENT,  
21   SHORT-TERM AND INTERMEDIATE RECOMMENDATIONS. THOSE ARE VERY  
22   KEY COMPONENTS OF WHAT'S REQUIRED FOR BOTH C.M.S. AND  
23   J.C.A.H.O. SO, IN TERMS OF DEVELOPING THE TRACK RECORD, WE  
24   HAVE ALREADY STARTED TO DEVELOP THE TRACK RECORD FOR  
25   J.C.A.H.O. AS IT RELATES TO THE CONTRACT DELIVERABLES, I HEARD



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1 YOU SAY 44%. ACTUALLY, THERE ARE 35 CONTRACT DELIVERABLES,  
2 THREE OF WHICH ARE NOT APPLICABLE. TWO WERE DELETED AFTER THE  
3 FIRST CONTRACT. ONE WAS ABOUT NOT BEING INVOLVED IN FINANCE,  
4 WHICH BROUGHT US DOWN TO 32 DELIVERABLES. OF THOSE, THE C.A.O.  
5 HAS AUDITED 23, FOUND 14 IMPLEMENTED BETWEEN AUDIT 1 AND AUDIT  
6 2. THAT'S 60%. OF THE REMAINING DELIVERABLES THAT THEY  
7 REVIEWED, MANY WERE FOUND TO BE IN PROGRESS. THEY WILL BE  
8 NOTED AS "IN PROGRESS" THROUGHOUT THE DURATION OF THE CONTRACT  
9 BECAUSE THEY ARE SUCH THINGS AS PROVIDING INTERIM MANAGEMENT  
10 STAFF AND CONTINUING-- ACTUALLY, THE WORDING IS, "THROUGHOUT  
11 THE DURATION OF THE CONTRACT, CONDUCT ROOT ANALYSIS" AND THAT  
12 SORT OF THING, SO THEY WILL NEVER MOVE TO BEING IMPLEMENTED  
13 UNTIL THE CONTRACT IS DONE BECAUSE THEY'RE REQUIRED TO BE  
14 PROVIDED THROUGHOUT THE DURATION OF THE CONTRACT. AS IT  
15 RELATES TO THE CURRENT PROPOSAL THAT'S IN FRONT OF YOU FOR THE  
16 \$5.7 MILLION, YOU WERE RIGHT IN HEARING THAT WE ARE PROPOSING  
17 TO PROVIDE MORE STAFF UP FRONT AND TO TAPER IT DOWN BECAUSE  
18 WE, ALONG WITH MS. EPPS, UNDERSTAND THAT WE HAVE 60 TO 90 DAYS  
19 TO GET THROUGH C.M.S. WE NEED A FULL FORCE AT THE BEGINNING  
20 AND, AS SHE'S BRINGING ON HER PERMANENT STAFF, WE'LL BE ABLE  
21 TO TAPER DOWN BUT WE'LL ALSO BE AT THE POINT, THANK YOU, OF  
22 HAVING GOTTEN PAST C.M.S. AND WE'RE ALL HOPEFUL THAT WE WILL  
23 BE SUCCESSFUL IN THAT BUT WE WERE TOLD BY MR. FLICK HIMSELF  
24 THAT THERE'S A SLIM CHANCE. SO WE WERE BEING HONEST WITH THIS  
25 BOARD LAST WEEK IN PRESENTING WHAT THE HEAD OF C.M.S. FOR THE



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1 REGION BELIEVES ARE THE-- YOU KNOW, BELIEVES WILL HAPPEN  
2 BECAUSE OF SO MANY WHAT HE TERMS AS STRUCTURAL ISSUES AS IT  
3 RELATES TO KING/DREW MEDICAL CENTER. SO WE ARE WORKING HARD,  
4 WE ARE MOVING FORWARD ON GETTING ALL OF THE RECOMMENDATIONS IN  
5 PLACE. WE ARE COMMITTED TO WORKING UNDER MISS EPPS' GUIDANCE  
6 AND WITH HER MORE PERMANENT STAFF THAT SHE'S BRINGING ON BOARD  
7 BECAUSE WE WILL HAVE A C.N.O., WE WILL HAVE A C.O.O. AND WE  
8 WILL MAKE THAT TRANSITION TO THOSE INDIVIDUALS AND WE WILL  
9 ALSO BE ABLE TO PROVIDE THE STAFF THAT SHE NEEDS AND THE BULK  
10 OF WORK IN THE SHORT 60 TO 90-DAY PERIOD.

11

12 **SUP. MOLINA, CHAIR:** ANYONE ELSE? SIR?

13

14 **LARRY SCANLON:** HELLO. I'M LARRY SCANLON, GOOD AFTERNOON. I'M  
15 MANAGING DIRECTOR FOR NAVIGANT CONSULTING. AS YOU KNOW, WE  
16 SPENT THIS YEAR WORKING ON PROCESSES AND POLICIES AND  
17 PROCEDURES TO PUT IN PLACE SO WE CAN IMPROVE PATIENT SAFETY  
18 OUTCOMES AND I THINK WE HAVE MADE PROGRESS IN THAT OVER THE  
19 LAST YEAR. I THINK AND IN TERMS OF A NUMBER OF KEY CLINICAL  
20 INDICATORS, THE TRENDS OF THOSE INDICATES INDICATE THAT WE'VE  
21 GOTTEN PROGRESS THE PAST YEAR. WE THINK THE HOSPITAL IS IN  
22 BETTER SHAPE THAN IT WAS A YEAR AGO. CLEARLY, THERE'S WORK TO  
23 DO, NO QUESTION ABOUT IT. I THINK WE ALL HAVE THE SAME GOALS  
24 IN TERMS OF C.M.S. AND PREPARING FOR J.C.A.H.O. I THINK YOUR  
25 C.E.O. HAS IT EXACTLY RIGHT. I THINK THE IDEA OF MOVING TO



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1 PERMANENT MANAGEMENT IS THE WAY TO GO. I THINK WE'VE PUT  
2 TOGETHER A THOUGHTFUL TRANSITION PLAN TO WORK WITH YOUR C.E.O.  
3 AND HER TEAM AND SHE'S REALLY ABOUT, IN A VERY SHORT PERIOD OF  
4 TIME, I THINK, BUILDING UP A VERY FINE TEAM. AND I THINK THE  
5 SOONER WE GET TO A PERMANENT STAFF, WE TRANSFER OUR  
6 INSTITUTIONAL KNOWLEDGE WE'VE GAINED THIS PAST YEAR SO THAT  
7 THE TURNAROUND IS SUSTAINABLE IS GOING TO BE VERY KEY TO  
8 ANTOINETTE AND HER TEAM GOING FORWARD. SO WE WOULD APPRECIATE,  
9 YOU KNOW, THE OPPORTUNITY TO WORK WITH ANTOINETTE AND THE TEAM  
10 GOING FORWARD. WE THINK WE'VE MADE PROGRESS. WE KNOW IT'S NOT  
11 TO EVERYONE'S SATISFACTION. WE'RE VERY WELL AWARE OF THAT. BUT  
12 I'D BE WRONG AND INCAPABLE WANT TO SIT HERE AND SAY WE CAN  
13 GUARANTEE THAT. I THINK, IN OUR EXPERIENCES, AS I WAS  
14 LISTENING TO THIS DISCUSSION, PROBABLY, IN THE LAST 15 YEARS,  
15 I'M NOT SURE THERE'S ANOTHER FIRM THAT'S DONE MORE INTERIM  
16 MANAGEMENT ASSIGNMENTS OR TAKEN ON THE DISTRESSFUL KIND OF  
17 WORK THAT WE'VE DONE OVER A 15-YEAR PERIOD OF TIME. AND, IN  
18 LIGHT OF THAT, WE PROBABLY HAVE HAD OCCASION-- WE HAVE HAD  
19 OCCASIONS WHERE WE'VE HAD CERTIFICATION INSPECTIONS COME UP.  
20 IT'S JUST THE NATURE OF OUR WORK. SO, YOU KNOW, CLEARLY I  
21 THINK WE HAD TRACK RECORD THAT WE CAN-- WE'VE BEEN SUCCESSFUL  
22 IN THAT. THIS IS DIFFICULT HERE, IT'S BEEN CHALLENGING BUT I  
23 ALSO WOULD SAY THAT WE BELIEVE THAT PROGRESS HAS BEEN MADE AND  
24 INDICATORS ARE SUCH THAT WE THINK WE CAN DEMONSTRATE THAT. WE  
25 APPARENTLY NEED TO DEMONSTRATE THAT BETTER. I APPRECIATE THAT.



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1

2 **SUP. MOLINA, CHAIR:** THANK YOU, MR. SCANLON. YOU KNOW, IT IS

3 INTERESTING AS WE APPROACH ALL OF THIS AS TO HOW TO DEAL WITH

4 THE INFORMATION THAT WE'RE RECEIVING ON A REGULAR BASIS AND,

5 YOU KNOW, WE'RE ALWAYS TOLD THAT ONE OF THE BEST THINGS TO DO

6 TO MOTIVATE PEOPLE IS TO PUT MONEY ON THE TABLE. YOU KNOW,

7 SOMETIMES IT WORKS, SOMETIMES IT DOESN'T WORK BUT YOU HAVE--

8 WE HAVE BEEN SORT OF PUT IN A SITUATION, WELL, I DON'T KNOW IF

9 IT'S A COUNTER OFFER. SOME PEOPLE ARE INSULTED BY THE FACT

10 THAT THEY'RE EVEN IN THE ROOM BUT IF, IN FACT, IT IS BEFORE US

11 AND THERE ARE ASSURANCES THAT ARE BEING PROVIDED BY A TWO-

12 MILLION-DOLLAR BONUS, WOULD YOU MAKE THE SAME OFFER TO US? CAN

13 YOU TAKE-- CAN YOU TAKE US UP ON THAT? I MEAN, I SURE WOULD

14 LOVE TO HAVE BETTER ASSURANCES OTHER THAN "PROGRESS IS BEING

15 MADE," THAT YOU COULD POTENTIALLY LOSE \$2 MILLION IF YOU DON'T

16 GET TO GOAL. I MEAN, OUR GOAL HERE, WHILE PROGRESS IS

17 WONDERFUL AND WE SURE DO NEED TO IMPROVE, WE KNOW THAT. I

18 REALLY NEED TO KEEP THAT HOSPITAL OPEN AND, UNLESS I HAVE \$200

19 MILLION IN MY BUDGET, THAT WE'RE GOING TO LOSE ONCE WE LOSE

20 OUR C.M.S. ACCREDITATION, I NEED-- I MEAN AND 200 MILLION

21 COMPARED TO 2 MILLION IS REALLY IMPORTANT TO ME BUT I GUESS

22 THE MOST IMPORTANT PART OF IT IS KEEPING THE HOSPITAL OPEN,

23 BECAUSE I WOULD BE INTERESTED IN TAKING THE 200 MILLION FROM

24 OUR GENERAL FUND AND PUTTING IT INTO OUR HOSPITAL IF THAT

25 WOULD SAVE IT BUT, AT THE END OF THE DAY, WHY WOULD I WANT TO





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1 SAVE A HOSPITAL THAT DOESN'T GIVE ME THE MINIMAL PATIENT  
2 SAFETY THAT I NEED? SO IF, IN FACT-- I MEAN, YOU'RE AT THE  
3 TABLE AND HERE WE ARE, WE'RE THE ONES THAT ARE GOING TO HAVE  
4 TO APPROVE THIS CONTRACT OR NOT, ARE YOU WILLING TO TAKE THE  
5 SAME KIND OF RISK FINANCIALLY? BECAUSE WE NEED SOME ASSURANCES  
6 OTHER THAN "PROGRESS HAS BEEN MADE."

7

8 **KAE ROBERTSON:** AND SUPERVISOR...

9

10 **SUP. MOLINA, CHAIR:** EXCUSE ME. IF I COULD ASK MR. SCANLON TO  
11 RESPOND.

12

13 **LARRY SCANLON:** SUPERVISOR MOLINA, THANK YOU FOR THE QUESTION.  
14 I THINK THERE'S TWO-- I'LL GIVE YOU TWO PARTS TO THE ANSWER.  
15 NUMBER ONE IS I DON'T BELIEVE ANY FIRM CAN SIT HERE AND  
16 GUARANTEE WE'RE GOING TO PASS C.M.S. OR J.C.A.H.O. I JUST  
17 DON'T BELIEVE THAT'S POSSIBLE TO GUARANTEE THAT. I'VE BEEN  
18 DOING THIS FOR A LONG TIME, 30 YEARS ALSO...

19

20 **SUP. MOLINA, CHAIR:** BUT WE DO HAVE A GUARANTEE SORT OF ON THE  
21 TABLE.

22

23 **SUP. BURKE:** IN SIX MONTHS.

24

25 **SUP. MOLINA, CHAIR:** WELL, I KNOW.



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1

2 **SUP. BURKE:** SIX MONTHS.

3

4 **SUP. MOLINA, CHAIR:** MS. BURKE, I KNOW.

5

6 **LARRY SCANLON:** I'M JUST GIVING YOU-- MY RESPONSE IS I DON'T  
7 THINK...

8

9 **SUP. MOLINA, CHAIR:** I'M NOT ASKING HIM TO MAKE IT ANY  
10 DIFFERENTLY. I'M JUST ASKING HIM TO PUT THE SAME DEAL ON THE  
11 TABLE. CAN YOU SAY THAT, MR. SCANLON?

12

13 **LARRY SCANLON:** I'M SORRY. REPEAT THAT.

14

15 **SUP. MOLINA, CHAIR:** CAN YOU MATCH THE OFFER THAT HAS BEEN MADE  
16 BY CAMBIO?

17

18 **LARRY SCANLON:** LET ME ANSWER IT IN TWO WAYS. AS I SAY, WE  
19 CANNOT GUARANTEE-- NO ONE'S GOING TO GUARANTEE C.M.S. OR  
20 J.C.A.H.O. WE'RE NOT GOING TO GUARANTEE THAT. I JUST...

21

22 **SUP. MOLINA, CHAIR:** BUT WOULD YOU BE WILLING TO RISK SOME  
23 OF...

24



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1   **LARRY SCANLON:** THAT'S THAT'S THE SECOND PART OF MY ANSWER. AND  
2   THE SECOND PART OF THE ANSWER IS IS THAT IT'S PHILOSOPHICAL  
3   DIFFERENCE, FRANKLY, BUT I, YOU KNOW, I'VE BEEN DOING THIS FOR  
4   A LONG TIME AND I'LL GIVE YOU AN EXAMPLE. I WAS AT A CLIENT AS  
5   PUBLICLY HELD, PART OF A PUBLIC SYSTEM IN A STATE. WE HAD THE-  
6   - WE WERE PROBABLY THE ONLY FIRM THAT DID NOT DO A CONTINGENCY  
7   BID AND THE REASON FOR THAT, AND IT'S VERY PHILOSOPHICAL, IS  
8   THAT, AT THE END OF THE DAY, A CONSULTING FIRM CAN TAKE A LOT  
9   OF MONEY OUT OF YOUR POCKET, FOR THE CONTINGENCY FEE, AND MY  
10   EXPERIENCE HAS BEEN, AT THE END OF THE DAY, I'VE BEEN ON BOTH  
11   SIDES OF THIS FENCE, BEEN ON THE PROVIDER'S SIDE, BEEN ON THE  
12   CONSULTING SIDE. A FAIR FEE THEN TODAY FOR THE RESULTS YOU CAN  
13   GET, YOU KNOW, HOPEFULLY, THE RESULTS COME [ UNINTELLIGIBLE ]  
14   IS NOT THE ONE WE WANT HERE BUT IN TERMS OF THE RESULTS THAT  
15   BENEFIT FOR THE CLIENT, I'VE ALWAYS FOUND, IN MY EXPERIENCE,  
16   THAT A CONTINGENCY DOESN'T WORK. YOU KNOW, IT'S NOT-- IT'S IN  
17   OUR FAVOR. IT WOULD CLEARLY BE IN OUR FAVOR. THERE'S LOTS OF  
18   JOBS AROUND THE COUNTRY THAT, IF I TOOK A CONTINGENCY, I'D  
19   HAVE A SHORT-TERM GAIN IN OUR COMPANY'S POCKETBOOK. I DON'T  
20   THINK WE HAVE A LONG-TERM GAIN IN TERMS OF REPUTATION. AND I  
21   SAY THAT BECAUSE 95% OF OUR WORK IS WITH NONPROFIT COMPANIES,  
22   HOSPITALS, HEALTH SYSTEMS AND SO OUR BELIEF HAS BEEN  
23   PHILOSOPHICALLY THAT, IN TERMS OF FEE FOR SERVICE, PRICE FOR  
24   SERVICES, WE WOULD RATHER PRICE THE SERVICE THAT WE THINK IS A  
25   FAIR FEE, AND WE CAN DEBATE WHETHER WE WERE LOWER LAST YEAR OR



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1   WHATEVER IT WAS, BUT WE PUT IN A BID THAT WE THOUGHT WAS A  
2   FAIR FEE. WE DID NOT PUT A CONTINGENCY IN FOR A GOOD REASON.  
3   WE FELT THAT WHATEVER BENEFIT AND PROGRESS WE ACHIEVED OUGHT  
4   TO STAY WITH THE ORGANIZATION. SO THAT'S PROBABLY A DIFFERENT  
5   PHILOSOPHICAL ANSWER THAN YOU'RE LOOKING FOR BUT THAT'S WHAT  
6   WE BELIEVE.

7

8   **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, MR. SCANLON. I  
9   APPRECIATE YOUR RESPONSE. KAE, I'M SORRY I INTERRUPTED YOU.  
10  YOU WANTED TO ADD TO IT?

11

12  **KAE ROBERTSON:** NO. I DIDN'T REALIZING YOU WERE ASKING FOR HIM  
13  TO ANSWER THE QUESTION SO MR. SCANLON ANSWERED IT.

14

15  **SUP. MOLINA, CHAIR:** ALL RIGHT. VERY GOOD.

16

17  **SUP. ANTONOVICH:** WELL, A YEAR AGO, ON OCTOBER 19TH, MS.  
18  ROBERTSON STATED, "WE'RE CONFIDENT THAT THE PRICE WE QUOTED,  
19  UNLESS WE FIND SOMETHING WE HAVEN'T ANTICIPATED, IS A GOOD  
20  PRICE. WE HAVE A LOT OF BACKGROUND INFORMATION SO WE HAVE A  
21  GOOD IDEA OF THE SITUATION THAT WE'RE WALKING INTO AND THE  
22  KINDS OF PEOPLE AND RESOURCES THAT WE'RE GOING TO NEED." AND  
23  THE PROBLEM THAT I HAVE IS IT'S BEEN A YEAR IN ONE MORE WEEK  
24  AND WE HAVEN'T HAD THE RESULTS AS ANTICIPATED. AND, AGAIN,  
25  GOING BACK TO THE STATEMENTS THAT WE WOULD HAVE FULL-TIME



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1 STAFF, WE HAD ALL OF THE EXPERTS IDENTIFIED WHO HIT THE GROUND  
2 RUNNING, TO FIND OUT THAT WAS NOT THE CASE. NOW WE'RE BEING  
3 ASKED TO ACCEPT A PROPOSAL WITH AN ADDITIONAL \$5 MILLION TO  
4 GET THE JOB DONE, AND IT'S A LACK OF CONFIDENCE IN THE PAST  
5 RESULTS AND WE DO KNOW THAT C.M.S. WAS, WITHHOLD THEIR  
6 ACCREDITATION AS J.C.A.H.O. WILL, SO WILL THOSE \$5 MILLION BE  
7 BETTER SPENT IN HELPING THE-- OUTSOURCING THE HOSPITAL OR  
8 MAKING A COMMUNITY HEALTH CENTER, A MAC, IS THAT A BETTER  
9 RESOURCE TO USE OR DO WE JUST PUT \$5 MILLION INTO A CONSULTING  
10 GROUP THAT HAS FAILED IN THE FIRST 12 MONTHS? THAT'S THE  
11 DILEMMA THAT WE HAVE. AND, IN PUBLIC POLICY, I DON'T SEE ANY  
12 REASON WHY PEOPLE WITH DIFFERENT POINTS OF VIEW CAN'T SIT DOWN  
13 AND HAVE IDEAS AND DISCUSS. THAT'S WHAT THIS BODY IS TO DO, IS  
14 TO DISCUSS DIFFERENT POINTS OF VIEWS. IF THERE'S A BETTER WAY  
15 OF ACHIEVING WHAT WE HAVE TO ACHIEVE, FINE. SO TO SILENCE  
16 PUBLIC DISCUSSION I THINK IS WRONG, WE OUGHT TO ENCOURAGE MORE  
17 PUBLIC DISCUSSION, MORE DISCUSSION FROM EXPERTS COMPETITIVE  
18 TO-- COMPETITORS WHO ARE IN THE SAME BUSINESS DEALING WITH THE  
19 SAME TYPE OF ENVIRONMENT. WE DON'T USUALLY HAVE THE  
20 OPPORTUNITY OF HAVING EXPERTS WHO HAVE BEEN INVOLVED IN SAVING  
21 HOSPITALS, TURNING THEM AROUND. AND SO THAT TYPE OF DIALOGUE  
22 IS BENEFICIAL, WHETHER WHATEVER DIRECTION THIS BOARD TAKES, WE  
23 BENEFIT BY THAT TYPE OF DISCUSSION AND SO I, YOU KNOW, I DON'T  
24 SEE ANYTHING WRONG WITH THAT. IT'S GOOD, OPEN PUBLIC  
25 DISCUSSION ON A VERY IMPORTANT ISSUE OF \$5 MILLION. WE WENT



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1 FROM 13 POINT-- WHAT, ONE MILLION, NOW WE'RE GOING UP TO  
2 APPROXIMATELY \$20 MILLION, SO THAT'S, YOU KNOW, THAT'S A BIG  
3 JUMP.

4

5 **SUP. KNABE:** EITHER WAY.

6

7 **SUP. MOLINA, CHAIR:** WE HAVE THE MOTION BEFORE US. ANY OTHER  
8 QUESTION OR COMMENT?

9

10 **SUP. KNABE:** CALL FOR THE QUESTION.

11

12 **SUP. MOLINA, CHAIR:** MR. KNABE HAS CALLED FOR THE QUESTION, AND  
13 HIS MOTION WAS TO MOVE FORWARD ON THE RECOMMENDATION OF THE  
14 DEPARTMENT ON THE NAVIGANT CONTRACT, WAS THAT CORRECT?

15

16 **C.A.O. JANSSEN:** I THINK WE WERE STILL JUST ON ITEM 25,  
17 SUPERVISOR. I DIDN'T YOU HEARD-- I DIDN'T HEAR THE MOTION ON  
18 NAVIGANT.

19

20 **SUP. MOLINA, CHAIR:** SO WHAT YOU'RE SAYING, YOU'RE ACCEPTING...

21

22 **SUP. KNABE:** IT'S THE C.E.O.'S RECOMMENDATION THAT WE NOT DEAL  
23 WITH CAMBIO AND THEN WE CAN GET ON WITH THE NAVIGANT ISSUE.

24



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1    **SUP. MOLINA, CHAIR:** ALL RIGHT. THEN THAT IS BEFORE US. DO YOU  
2    WANT TO CALL THE ROLL?

3

4    **CLERK VARONA-LUKENS:** SUPERVISOR BURKE?

5

6    **SUP. BURKE:** THIS IS THE RECOMMENDATION OF THE C.A.O.?

7

8    **SUP. MOLINA, CHAIR:** THAT'S CORRECT.

9

10   **SUP. BURKE:** YES.

11

12   **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?

13

14   **SUP. YAROSLAVSKY:** YES.

15

16   **CLERK VARONA-LUKENS:** SUPERVISOR KNABE?

17

18   **SUP. KNABE:** YES.

19

20   **CLERK VARONA-LUKENS:** SUPERVISOR ANTONOVICH?

21

22   **SUP. ANTONOVICH:** NO.

23

24   **CLERK VARONA-LUKENS:** AND SUPERVISOR MOLINA?

25





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1    **SUP. MOLINA, CHAIR:** NO. THE MOTION CARRIES 3-TO-2.

2

3    **SUP. MOLINA, CHAIR:** VERY GOOD. ALL RIGHT. NOW WE HAVE ITEM  
4    NUMBER...

5

6    **C.A.O. JANSSEN:** 15...

7

8    **SUP. MOLINA, CHAIR:** OH, THAT'S RIGHT. I FORGOT. AH, EXCUSE ME,  
9    GENEVIEVE, I APOLOGIZE, I APOLOGIZE. I APOLOGIZE. OH, BOY, AM  
10   I GOING TO GET LECTURED NOW! [ LIGHT LAUGHTER ]

11

12   **SUP. MOLINA, CHAIR:** SERVES ME WELL!

13

14   **C.A.O. JANSSEN:** IT DOESN'T SAY HELD FOR THE PUBLIC.

15

16   **SUP. MOLINA, CHAIR:** DR. GENEVIEVE CLAVREUL, IF SHE WOULD JOIN  
17   US, AS WELL AS MISS CHRIS EDWARDS, PLEASE. AND IF YOU'LL  
18   ADDRESS 15, 23, AND 25, I'D APPRECIATE IT AND I'LL GIVE YOU  
19   SOME EXTRA TIME.

20

21   **CHRIS EDWARDS:** GOOD AFTERNOON, SUPERVISORS. YOU KNOW, I NOTICE  
22   THAT MR. YAROSLAVSKY MADE A BIG DEAL ABOUT HAVING TO WAIT AN  
23   HOUR TO SPEAK. IMAGINE HOW I FELT TO WAIT TO HAVE YOU GUYS  
24   TAKE A VOTE NOT ALLOWING ME TO SPEAK AT ALL, VIOLATING THE  
25   BROWN ACT. I DO APPRECIATE YOUR ACKNOWLEDGMENT OF THE ERROR.



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1 BUT, YOU KNOW, I THOUGHT IT WAS IMPORTANT TO HAVE THAT  
2 DISCUSSION COME BEFORE THE BOARD BECAUSE, LET'S SEE, I'M SURE  
3 MS. BURKE WOULD NOT EAT IN A RESTAURANT WITH A COUNTY GRADE OF  
4 A "D", BUT WE WILL PAY NAVIGANT, WHO HAS A COUNTY GRADE OF A  
5 "D", TO PERFORM BASICALLY FAILURE UPON FAILURE UPON FAILURE.  
6 KING/DREW NEEDS TO BE SAVED. NAVIGANT HAS PROVEN ITSELF LESS  
7 THAN EQUAL TO THE TASK. THEY HAVE HAD A YEAR, A YEAR OF  
8 PROMISES BROKEN, GOALS UNMET, AND, OF COURSE, DR. GARTHWAITE  
9 CONSTANTLY PAINTS A PICTURE OF PROGRESS. "OH, YES, WE'RE  
10 MAKING--" HE SAID THE SAME THING ABOUT CAMDEN, REMEMBER? THEY  
11 DIDN'T MAKE ANY PROGRESS, EITHER. A LEAP OF FAITH WAS NEEDED.  
12 I'M REALLY DISAPPOINTED IN YOU, SUPERVISOR KNABE, THAT YOU DID  
13 NOT TAKE THAT LEAP OF FAITH BECAUSE IF, AT THE END OF THE DAY,  
14 NAVIGANT FAILS, THEN YOU HAVE SUNK US DOWN THE RIVER. ON A  
15 PROMISE OF DR. GARTHWAITE, A KNOWN LIAR, YOU HAVE IT IN  
16 TESTIMONY WHERE HE IS ONE WEEK SAID ONE THING AND TO FIND OUT  
17 IN WRITING WHAT HE TOLD YOU WAS FALSE. ROBERTSON, WHO HAS A  
18 BACKGROUND IN NURSING, WHATEVER THAT MEANS VERSUS "I'M A NURSE  
19 AND BEING PROUD ABOUT IT," PROMISING YOU A STAFF THAT EITHER  
20 DIDN'T COME TO WORK WHEN IT PROMISED, TOOK OUR DOLLARS TO GO  
21 TO HAWAII TO DO OTHER BUSINESS ON OUR DIME. THAT, TO ME, IS  
22 UNPROFESSIONAL. SEE, UNPROFESSIONAL BEHAVIOR IS WHAT NAVIGANT  
23 HAS SHOWN CONSISTENTLY TO THIS COUNTY. OKAY? THAT'S SLEAZY.  
24 SLEAZY IS ALSO TO HAVE A C.A.O. WHO SITS THERE LAST WEEK AND  
25 SAY, "WELL, I'M GOING TO TELL YOU "NO" ANYWAY BUT, OH, JUST TO



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1 HAPPY, I'M GOING TO REVIEW THIS STUFF BUT, YOU KNOW, MY ANSWER  
2 IS NO." THIS IS WHY THIS JOKE OF A BOARD SOMETIMES IS LAUGHED  
3 ABOUT IN THE COMMUNITY. SUPERVISOR YAROSLAVSKY SAT THERE AND  
4 SAID YOU KNOW THAT YOU'RE GOING TO GET A "NO" VOTE ON THIS  
5 CONTRACT. THIS IS NOT EVEN GOING TO BE AWARDED TO YOU.  
6 TECHNICALLY, YOU'RE SUPPOSED TO HAVE NO DECISION MADE UNTIL  
7 YOU'VE HAD ALL THE SIDES PRESENTED TO YOU, INCLUDING THE SIDE  
8 OF THE PUBLIC. SUPERVISOR YAROSLAVSKY HAS PROVEN TODAY THAT  
9 THIS BOARD DOES NOT OPERATE UNDER THAT VENUE, THAT YOUR  
10 DECISION IS MADE BEHIND THESE DOORS UP ON THE EIGHTH FLOOR AND  
11 THAT IS A REALLY SAD STATEMENT FROM A DEMOCRAT, SOMEBODY WHO,  
12 SUPPOSEDLY, CHAMPIONS THE PEOPLE'S INVOLVEMENT. OKAY? I AM  
13 PROUD THAT SUPERVISOR MOLINA AND SUPERVISOR ANTONOVICH ASKED  
14 THE HARD QUESTIONS AND I'M GLAD YOU SUPPORTED CAMBIO'S  
15 ATTEMPT, BECAUSE WE NEEDED SOMETHING BRAVE AND SOMETHING  
16 DARING BUT, INSTEAD, THE THREE OF YOU CHOSE TO STICK WITH  
17 FAILURE, A "D" GRADE, A "D" GRADE. REMEMBER, NAVIGANT HAS NOT  
18 MET ITS REQUIREMENTS. YOU'VE GIVEN THEM SIX MORE MONTHS TO NOT  
19 MEET THEIR REQUIREMENTS.

20

21 **SUP. MOLINA, CHAIR:** DR. CLAVREUL.

22

23 **DR. GENEVIEVE CLAVREUL:** YES. ANYWAY, I WANT TO TOTALLY AGREE  
24 WITH WHAT MISS CHRIS EDWARDS HAS SAID SINCE SHE'S MY DAUGHTER  
25 AND I AM PROUD OF HER. SO SHE HAS LEARNED AND SHE DON'T ACCEPT



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1 A "D." IN OUR FAMILY, A "D" IS NOT AN OPTION. ANYWAY,  
2 YESTERDAY, I WROTE A LETTER TO EACH OF YOU SUPERVISORS DEALING  
3 WITH THE ISSUE OF NAVIGANT VERSUS CAMBIO. I WILL GIVE IT TO BE  
4 PART OF THE RECORD. I THINK IT'S VERY IMPORTANT THAT THE  
5 PUBLIC HAVE ACCESS TO IT. I'M VERY CONCERNED. I MEAN, WHAT HAS  
6 GONE ON THE LAST YEAR IS REALLY APPALLING. YOU HAD SOMEBODY A  
7 FEW MINUTES AGO, YOU KNOW, SOMEBODY NAMED GARTHWAITE HERE. HE  
8 COULDN'T EVEN TELL YOU WHAT THE VARIABLES WERE. YOU ASKED THE  
9 QUESTION REPEATEDLY, MS. MOLINA. HE COULD NOT TELL YOU WHAT  
10 THE DELIVERABLE WAS AND YOU WANT HIM TO BE IN CHARGE? OF  
11 SURVEYING A CONTRACT? HE DON'T EVEN KNOW WHAT THEY'RE SUPPOSED  
12 TO DELIVER. SOMETHING WRONG IN THAT PICTURE. I AM CONCERNED  
13 THAT YOU ARE RENEWING A CONTRACT AND YOU KNOW WE WERE THERE  
14 BEFORE WITH CAMDEN, REMEMBER CAMDEN? I OBJECTED TO THE  
15 EXTENSION OF THE CONTRACT FOR YOU TO FIND OUT THAT THEY DID  
16 NOT DELIVER. SEE, I AM DIFFERENT THAN YOU GUYS BECAUSE SO FAR  
17 I AM 100% CORRECT IN MY STATEMENT. 100%. THAT'S A PRETTY DAMN  
18 HIGH LEVEL AND YOU WERE WRONG BACK THEN, AND YOU ARE WRONG  
19 TODAY. YOU ARE EXTENDING A CONTRACT TO SOMEBODY WHO HAS FAILED  
20 REPEATEDLY AND THAT'S UNBELIEVABLE. I THINK YOU ARE A  
21 DISSERVICE TO THE PEOPLE. YOU ARE A DISSERVICE TO THE PEOPLE  
22 AT KING/DREW AND YOU ARE ESPECIALLY A DISSERVICE FOR THE  
23 PEOPLE AT KING/DREW HAVE DONE A GOOD JOB, BECAUSE THERE'S A  
24 FEW OF THEM AND IT'S OBVIOUS THAT WHATEVER HAPPENED TODAY, YOU  
25 HAVE A SITUATION THAT SOMEBODY HAS BEEN HIRED, MS. EBBS, BY



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1 NAVIGANT AND BY GARTHWAITE. HOW YOU THINK SHE'S NOT GOING TO  
2 SUPPORT THEM? COULD YOU STOP THAT KNOCKING, MR. DAVID JANSSEN?  
3 THAT'S QUITE INAPPROPRIATE. AND, YOU KNOW, I THINK THAT IT'S  
4 TIME THAT PEOPLE, AND YOU, IN PARTICULAR, TAKE YOUR  
5 RESPONSIBILITY VERY SERIOUSLY BECAUSE, CONTRARY TO WHAT YOU  
6 BELIEVE, PEOPLE ARE LISTENING TO WHAT'S GOING ON AND I CAN  
7 GUARANTEE YOU THAT, NEXT YEAR, WE WILL DO EVERYTHING TO GO  
8 FORWARD IN THE RE-DISTRICTING BECAUSE WE ARE NOT GOING TO HAVE  
9 THE 5 OF YOU, BECAUSE SOME, LIKE TODAY, MS. MOLINA WAS  
10 WONDERFUL. MR. ANTONOVICH WAS, WHO HAS EVEN SO YOU KNOW, YOU  
11 GOT THE VOTE WITHOUT THE PUBLIC, YOU KNOW, BUT YOU APOLOGIZED  
12 AND YOU RECOGNIZED YOUR MISTAKE BUT THINGS HAVE TO CHANGE.  
13 TODAY, YOU ARE RENEWING A CONTRACT FOR SOMEBODY WHO HAS  
14 ALREADY PUT \$15 MILLION IN THEIR POCKET AND NOT PRODUCED THE  
15 WORK. I MEAN, IT'S NO REASON THAT YOU ARE DEMANDING  
16 ACCOUNTING. MS. MOLINA TOLD ME I COULD HAVE A LITTLE MORE  
17 TIME. I HAVE MEMORY OF AN ELEPHANT. YOU KNOW, I THINK THAT IT  
18 WAS OBVIOUS TODAY, BOTH FROM THE TESTIMONY OF MR. JANSSEN AND  
19 MR. YAROSLAVSKY, THAT THE DECISION HAD BEEN MADE AND THEY WERE  
20 NOT WILLING TO LISTEN TO ANYBODY. IT'S A SAD DAY FOR KING/DREW  
21 MEDICAL CENTER, A VERY, VERY SAD DAY. AND CONTRARY-- AND I  
22 DON'T KNOW HOW MANY PEOPLE YOU HAVE INTERVIEWED BUT I HAVE  
23 TALKED TO THE PEOPLE AT KING/DREW AND THEY DON'T WANT  
24 NAVIGANT. I SAW MAXINE WATERS AT A SOCIAL FRIDAY AND I SAID,  
25 "MAXINE, WHERE DO YOU STAND?" AND I WAS, YOU KNOW, REALLY



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1 SURPRISED. SHE SAID, "I WANT NAVIGANT OUT. THEY HAVE DONE  
2 NOTHING." SO I THINK, YOU KNOW, I DON'T KNOW WHAT'S GOING ON  
3 HERE BUT SOMEBODY IS NOT LISTENING. AND APPARENTLY MS. EPPS  
4 HAS NOT TALKED TO MANY PEOPLE ON THE FLOOR, BECAUSE THE  
5 SENTIMENT OF A LOT OF THE PEOPLE THERE AT KING/DREW DON'T WANT  
6 NAVIGANT TO STAY BECAUSE THEY HAVE NOT DONE THE WORK. SO WHY  
7 ARE WE EXTENDING THE CONTRACT? HOW MANY DEALS HAVE BEEN DONE  
8 BEHIND DOORS? SO, ANYWAY, FOR THE RECORD, I WOULD LIKE THAT  
9 LETTER TO BE-- AND I'M SURE I WILL BE RIGHT AGAIN. THANK YOU.

10

11 **SUP. KNABE:** MADAM CHAIR, JUST TO RESPOND TO THAT, I THINK MRS.  
12 EPPS MADE IT CLEAR THAT SHE DIDN'T WANT NAVIGANT, EITHER, IN  
13 FACT, THAT SHE WANTS TO GO TO A PERMANENT STATUS AT THE  
14 HOSPITAL OUT THERE. IT WAS CLEAR THAT SHE, YOU KNOW, WAS  
15 LOOKING FOR ASSISTANCE AND I THINK, GENEVIEVE, IT'S VERY  
16 UNFAIR FOR YOU TO SAY THAT WE DON'T TAKE OUR JOB SERIOUSLY.  
17 OKAY. LET ME TALK. YOU GOT-- AND, YOU KNOW, WE'VE WORKED VERY  
18 HARD TO TRY TO WORK THROUGH THIS THING AND I THINK YOU FORGET  
19 VERY QUICKLY WHO GAVE THE THIRD VOTE TO EVEN LOOK AT CAMBIO.  
20 YOU'RE LOOKING AT HIM RIGHT HERE. AND SO I DID WANT SOME  
21 ANSWERS, BUT THE ANSWERS I GOT ARE THE SAME ANSWERS I GOT A  
22 YEAR AGO FROM NAVIGANT. I DIDN'T SEE ANY DELIVERABLES, EITHER,  
23 BUT I THINK THAT THE FACT THAT WE HAVE MS. EPPS HERE, I THINK  
24 WE HAVE TO GIVE HER THE OPPORTUNITY TO LEAD. AND I'D LIKE TO,  
25 IF IT'S APPROPRIATE, MADAM CHAIR, I'D LIKE TO INTRODUCE A



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1 MOTION JUST TO GET IT ON THE TABLE TO MAYBE SORT OF SENSE SOME  
2 OF THIS OTHER DISCUSSION THAT WE CAN DO, IF I COULD HAVE MY  
3 STAFF PASS IT OUT.

4

5 **SUP. MOLINA, CHAIR:** SURE.

6

7 **SUP. KNABE:** KING/DREW MEDICAL CENTER...

8

9 **SUP. ANTONOVICH:** DO WE HAVE TO VOTE ON THE OTHER ISSUE?

10

11 **SUP. MOLINA, CHAIR:** NO, WE DID VOTE ON IT. THAT ONE WAS TAKEN  
12 CARE OF AND...

13

14 **SUP. KNABE:** KING/DREW MEDICAL CENTER MUST NOT FAIL RE-  
15 ACCREDITATION...

16

17 **SUP. MOLINA, CHAIR:** EXCUSE ME. JUST A SECOND. HE ASKED IF WE  
18 VOTED ON IT. WE VOTED ON ACCEPTING THE RECOMMENDATION OF THE  
19 C.A.O. ON CAMBIO.

20

21 **SUP. BURKE:** BUT I THOUGHT YOU RECONSIDERED TO TAKE PUBLIC  
22 COMMENT.

23

24 **SUP. MOLINA, CHAIR:** NOBODY VOTED FOR RECONSIDERATION.

25





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1   **SUP. YAROSLAVSKY:** WELL, I THINK TECHNICALLY THAT'S WHAT WE  
2   NEED TO DO.

3

4   **SUP. KNABE:** OKAY. MOVE RECONSIDERATION.

5

6   **SUP. YAROSLAVSKY:** SECOND.

7

8   **SUP. MOLINA, CHAIR:** BEEN MOVED AND SECONDED FOR  
9   RECONSIDERATION.

10

11   **SUP. KNABE:** OKAY. AND MOVE THE ITEM.

12

13   **SUP. YAROSLAVSKY:** AND I WOULD MOVE THAT THE MINUTES BE--  
14   REFLECT THAT WE TOOK TESTIMONY WHICH THEY WILL REFLECT.

15

16   **SUP. MOLINA, CHAIR:** LET THE MINUTES REFLECT. ALL RIGHT. SO IF  
17   THERE'S NO OBJECTION, SO ORDERED ON THAT ITEM. NOW, MR. KNABE,  
18   YOUR MOTION.

19

20   **SUP. YAROSLAVSKY:** IT WAS A 3-TO-2 VOTE? SAME 3-TO-2? OKAY.

21

22   **SUP. KNABE:** KING/DREW MEDICAL CENTER MUST NOT FAIL RE-  
23   ACCREDITATION AND FAILURE WOULD NOT ONLY BE A DEVASTATING AND  
24   TRAGIC BLOW TO THE COMMUNITY BUT ALSO TO OUR ALREADY FRAGILE  
25   COUNTY SAFETY NET OF PUBLIC AND PRIVATE HOSPITALS. OBVIOUSLY,



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1 WE DON'T HAVE THE LUXURY OF TIME TO WASTE ON DIVIDED  
2 LEADERSHIP, INDECISION OR BUREAUCRATIC INACTION. A RE-  
3 CERTIFICATION VISIT FROM C.M.S. CAN OCCUR AT ANY TIME AND THE  
4 LOSS OF FEDERAL FUNDS IF KING/DREW FAILS COULD FORCE CLOSURE,  
5 WHICH WOULD BE UNACCEPTABLE. JUST EXTENDING NAVIGANT'S  
6 CONTRACT IS NOT ENOUGH TO DO THE JOB. WE NEED STRONG, FULL-  
7 TIME UNDIVIDED LEADERSHIP FOCUSED EXCLUSIVELY ON KING/DREW AND  
8 WE NEED IT IMMEDIATELY. I THEREFORE MOVE THAT THIS BOARD, ONE,  
9 DESIGNATE KING/DREW MEDICAL CENTER HOSPITAL ADMINISTRATOR,  
10 ANTOINETTE EPPS, AS THE COUNTY'S PROJECT DIRECTOR AS PER THE  
11 CONTRACT, TO LEAD THE EFFORT FROM NOW THROUGH THE SUCCESSFUL  
12 C.M.S. RECERTIFICATION AND J.C.A.H.O. RE-ACCREDITATION. 2,  
13 THAT WE DIRECT COUNTY DEPARTMENTS AND REQUEST NAVIGANT TO TAKE  
14 WHATEVER STEPS ARE NECESSARY TO HAVE THE KING/DREW MEDICAL  
15 CENTER'S CONTRACTED MANAGEMENT CONSULTING FIRM REPORT DIRECTLY  
16 TO THE COUNTY'S PROJECT DIRECTOR, EFFECTIVE IMMEDIATELY. 3,  
17 INSTRUCT COUNTY COUNSEL TO REVIEW THE EXTENDED AGREEMENT WITH  
18 THE COUNTY PROJECT DIRECTOR TO DETERMINE WHETHER OR NOT ANY  
19 ADDITIONAL AMENDMENTS ARE NEEDED TO GIVE MAXIMUM POSSIBLE  
20 FLEXIBILITY TO THE PROJECT DIRECTOR TO AUTHORIZE SUBSTITUTION  
21 OF THE CONTRACTOR STAFF, AS LONG AS THE COST DOES NOT EXCEED  
22 THE MAXIMUM CONTRACT OBLIGATION. AND, FINALLY, INSTRUCT THE  
23 DIRECTOR OF HEALTH SERVICE AND COUNTY DEPARTMENT HEADS TO GIVE  
24 THE HIGHEST POSSIBLE PRIORITY TO SUPPORTING OUR COUNTY PROJECT



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1 DIRECTOR IN HER EFFORTS TO REGAIN KING/DREW MEDICAL CENTER'S  
2 CERTIFICATION AND ACCREDITATION.

3

4 **SUP. MOLINA, CHAIR:** MR. KNABE, I'D LIKE TO SECOND YOUR MOTION.  
5 ON ITEM NUMBER 3, I'M WONDERING IF THERE'S SOMEWHERE, BECAUSE  
6 I AGREE THAT HAVING MS. EPPS BE THE COMMANDING FORCE AT THE  
7 HOSPITAL MIGHT GO A LONG WAY. I THINK PEOPLE DO NEED TO KNOW  
8 WHO THEIR LEADER IS BUT, ON NUMBER 3, YOU KNOW, ASKING THAT WE  
9 MAXIMIZE THE FLEXIBILITY AND AUTHORIZE SUBSTITUTION. UNDER OUR  
10 PRESENT CONTRACT, IS THAT A POSSIBILITY? I HOPE IT WOULD BE.

11

12 **RAYMOND G. FORTNER, JR.:** MADAM CHAIR, MEMBERS OF THE BOARD, I  
13 BELIEVE THAT THAT FLEXIBILITY IS THERE NOW.

14

15 **SUP. MOLINA, CHAIR:** IS THERE NOW.

16

17 **RAYMOND G. FORTNER, JR.:** AND WE WOULD REVIEW AND MAKE CERTAIN  
18 THAT THERE IS NOTHING ELSE THAT'S NEEDED.

19

20 **SUP. KNABE:** I'M JUST TRYING TO MAKE CERTAIN BECAUSE THERE WAS  
21 QUESTIONS FROM TIME TO TIME ABOUT THAT FLEXIBILITY, SAY THAT  
22 SHE RECOMMENDS TO HAVE, YOU KNOW, SOME INTERMEDIATE MANAGEMENT  
23 POSITION TRADE-OFF OR SOMETHING, YOU KNOW, JUST SO LONG AS IT  
24 STAYS WITHIN THE FRAMEWORK OF THE CONTRACT. OKAY.

25



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1   **SUP. MOLINA, CHAIR:** ALL RIGHT. BECAUSE I WOULD WANT TO HAVE  
2   THOSE ASSURANCES. AND I THINK THAT, AGAIN, IF IT WOULD BE  
3   WORTHWHILE IN THERE THAT WE REALLY NEED TO GET-- I THINK, IF  
4   WE COULD SAY SOMEWHERE ALONG THE WAY, THAT WE NEED TO GET--  
5   BECAUSE YOU SAID IT IN YOUR PREFACE AND THAT IS THE  
6   RECERTIFICATION VISIT AND THAT-- THAT HAS TO BE THE GOAL AND  
7   IT ISN'T JUST PROGRESS. I MEAN, YOU KNOW, IT HAS TO-- WE HAVE  
8   TO SAVE THE HOSPITAL. THERE'S A LOT OF PEOPLE IN THE  
9   DEPARTMENT OF HEALTH SERVICES, IT SEEMS LIKE, ARE SPENDING A  
10   LOT OF THEIR VALUABLE TIME INSTEAD OF WORKING IN THE INTERESTS  
11   OF THE HOSPITAL, LOOKING AT OPPORTUNITIES FOR CONTRACTING OUT  
12   THE FACILITY AND THAT CONCERNS ME. I THINK THAT, IF WE COULD  
13   HAVE THE LEADER OF MARTIN LUTHER KING TOTALLY FOCUSED ON  
14   BRINGING UP PATIENT CARE SAFETY AS WELL AS THE ISSUE OF  
15   RECERTIFICATION, I THINK THAT WOULD BE VALUABLE AND I EXPECT  
16   THAT...

17

18   **SUP. KNABE:** WELL, THAT'S THE INTENT OF MY MOTION, CLEARLY,  
19   MADAM CHAIR.

20

21   **SUP. MOLINA, CHAIR:** I UNDERSTAND THAT BUT I THINK WE REALLY  
22   NEED TO GET EVERYBODY FOCUSED THAT IT IS HER DIRECTION AND NOT  
23   THE DEPARTMENT OF HEALTH SERVICES, NOT ANYONE ELSE BUT THAT  
24   SHE EXCLUSIVELY WOULD BE IN CHARGE OF THE MANDATES OF THE  
25   CONTRACT WITH NAVIGANT. I'M HOPING THAT THAT'S...



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1

2 **SUP. KNABE:** I THINK ITEM 4 WOULD COVER THAT. I MEAN, THAT'S  
3 WHAT I TRIED TO DO, INSTRUCT THE DIRECTOR OF HEALTH SERVICES  
4 AND COUNTY DEPARTMENTS TO GIVE THE HIGHEST POSSIBLE PRIORITY  
5 TO SUPPORTING OUR COUNTY PROJECT DIRECTOR IN HER EFFORTS TO  
6 REGAIN KING/DREW MEDICAL CENTER'S CERTIFICATION ACCREDITATION.  
7 THAT'S THE FOCUS.

8

9 **SUP. ANTONOVICH:** BUT ALSO, SHE'S NOT THE SCAPEGOAT IF IT  
10 FAILS. I MEAN, SHE'S COME IN AND SHE'S HAD TO SAY TODAY WHAT  
11 SHE HAD TO SAY BECAUSE SHE'S BEEN HERE JUST FOR A COUPLE OF  
12 WEEKS AND SHE-- I UNDERSTAND SHE HAS TO FOLLOW THE DIRECTION  
13 THAT HAS BEEN ALREADY ESTABLISHED. SHE WAS NOT IN A POSITION  
14 RIGHT NOW TO MAKE THOSE DETERMINATIONS BUT IN NO WAY IS SHE TO  
15 BE A SCAPEGOAT. THIS HOSPITAL, WE KNOW, IS VERY LIKELY GOING  
16 TO FAIL AND WE WANT TO HAVE HER INVOLVED IN A REBUILDING OF  
17 WHATEVER FUTURE STRUCTURE WILL TAKE PLACE BUT IN NO WAY IS  
18 THIS TO IMPINGE ON HER RECORD AND PROFESSIONALISM.

19

20 **SUP. KNABE:** MR. ANTONOVICH, THERE'S NO WAY THAT I'M TRYING,  
21 WITH THIS MOTION, TO MAKE HER THE SCAPEGOAT.

22

23 **SUP. ANTONOVICH:** NO, I KNOW YOU'RE NOT. I KNOW YOU'RE NOT BUT  
24 I'M JUST SAYING...

25



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1   **SUP. KNABE:** MY INTENT IS HER COMMITMENT, HER PASSION TO SAVE  
2   THAT HOSPITAL, TO GET IT RE-ACCREDITED AND HER COMMITMENT TO  
3   DO THAT.

4

5   **SUP. ANTONOVICH:** WE AGREE WITH YOU. I AGREE WITH YOU A HUNDRED  
6   PERCENT BUT I DON'T WANT NAVIGANT OR SOME OTHER GROUP TO START  
7   DOING THOSE FINGER POINTING.

8

9   **SUP. KNABE:** WELL, NAVIGANT IS REPORTING TO HER.

10

11   **SUP. MOLINA, CHAIR:** ALL RIGHT. WELL, I JUST-- AGAIN, WE NEED  
12   TO GET THE CLARIFICATION BUT IT IS THE INTENT THAT WE HAVE  
13   SOMEBODY TOTALLY FOCUSED, TOTALLY FOCUSED ON SAVING THE  
14   HOSPITAL, AND I THINK THAT MS. EPPS IS PROBABLY THE  
15   APPROPRIATE LEADER THAT SHOULD BE GIVEN THAT RESPONSIBILITY  
16   AND THAT DUTY, AND I JUST WANTED TO MAKE SURE THAT, UNDER THE  
17   CONTRACT, THAT WE ARE REALLY AUTHORIZING AT THIS MOMENT, WE  
18   ARE CREATING THAT KIND OF FLEXIBILITY, THAT KIND OF  
19   RESPONSIBILITY, THAT DUTY, HOPEFULLY, THAT COMMANDING PRESENCE  
20   BUT CERTAINLY NOT, AT THE END OF THE DAY, SOMEONE WHO IS GOING  
21   TO GET LEVELED FOR-- IF, IN FACT, THAT'S NOT GOING TO HAPPEN.  
22   THAT'S NOT THE INTENT. ALL RIGHT. SO IS THERE ANY-- THIS  
23   MOTION, I THINK, IS APPROPRIATELY BEFORE US UNDER THIS  
24   DISCUSSION. YIKES.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **C.A.O. JANSSEN:** IS IT PART OF ITEM 15? IS IT-- OR ARE YOU  
2   STILL ON 25?

3

4   **SUP. MOLINA, CHAIR:** WELL, THAT'S TRUE. WE HAD FINISHED 25 AND  
5   INTRODUCED HIS MOTION. WOULD YOU LIKE TO TAKE IT UP AS PART OF  
6   ITEM 15?

7

8   **SUP. KNABE:** ITEM 15. I THINK THAT WOULD COVER ITEM 15 THEN, TO  
9   EXTEND THE CONTRACT UNDER THESE CONDITIONS.

10

11   **C.A.O. JANSSEN:** I THINK THAT WOULD BE APPROPRIATE BUT I...

12

13   **SUP. MOLINA, CHAIR:** COULD WE SEPARATE AND DIVIDE THE QUESTION,  
14   THEN, BECAUSE I CAN'T...

15

16   **C.A.O. JANSSEN:** RIGHT, I THINK THAT'S A GOOD IDEA BUT I ALSO  
17   THINK YOU OUGHT TO HEAR FROM MS. EPPS. I BELIEVE SHE HAS  
18   SOMETHING SHE WANTS TO SAY.

19

20   **SUP. MOLINA, CHAIR:** THAT WOULD BE WONDERFUL.

21

22   **ANTOINETTE EPPS:** GOOD AFTERNOON AGAIN. I WANT TO THANK YOU ALL  
23   FOR THE OPPORTUNITY TO SHARE MY OBSERVATIONS FROM THE PAST  
24   WEEK. AS YOU KNOW, I JOINED MARTIN LUTHER KING CHARLES DREW  
25   MEDICAL CENTER ON OCTOBER THE 17TH. WHEN I JOINED K.D.M.C., I





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1 WAS AWARE OF THE CHALLENGES THE ORGANIZATION FACES. DURING MY  
2 INTERVIEW PROCESS, I RELAYED TO EVERY PERSON THAT I SPOKE  
3 WITH, THE GREAT DIFFICULTY THAT I ANTICIPATED LAY AHEAD IN  
4 TRANSFORMING K.D.M.C. INTO THE KIND OF ORGANIZATION THAT THE  
5 CITIZENS OF SOUTH LOS ANGELES DESERVE. I ALSO QUESTIONED AND  
6 ASKED MANY OF YOU IF THE GOVERNANCE AND SUPPORTING STRUCTURES  
7 OF K.D.M.C. HAD THE CAPACITY FOR THE PATH WE MUST TAKE TO  
8 TRANSFORMATION. I HAD HOPED TO HAVE MORE TIME TO ASSESS THE  
9 ORGANIZATION AND BUILD SOME RELATIONSHIPS BEFORE SHARING MY  
10 PUBLIC ASSESSMENTS OF WHERE WE FIND OURSELVES TODAY. IT HAS  
11 BECOME CLEAR TO ME THAT I MUST PUT FORTH AT LEAST A  
12 PRELIMINARY VISION OF THE PATH THAT LIES AHEAD OF US. THERE  
13 ARE A NUMBER OF THINGS THAT ARE REQUIRED FOR SUCCESS. K.D.M.C.  
14 MUST HAVE A SUPPORTIVE AND ENGAGED GOVERNANCE STRUCTURE THAT  
15 INCLUDES CONTEMPLATIVE AND TIMELY POLICY SETTING AND  
16 EVALUATION. I'M TROUBLED THAT A CHANGE IN GOVERNANCE IS BEING  
17 CONSIDERED AT THE CURRENT-- WHEN THE CURRENT STRUCTURE HAS  
18 BEEN IN PLACE ONLY A FEW MONTHS. I HAVE EXPERIENCED WORKING  
19 WITH THE HOSPITAL ADVISORY BOARD AND I'M VERY EXCITED ABOUT  
20 THE OPPORTUNITY TO EVOLVE THE GROUP THAT WE CURRENTLY HAVE  
21 INTO A GROUP THAT MEETS THE NEEDS OF K.D.M.C. SECOND, K.D.M.C.  
22 MUST HAVE PERMANENT LEADERSHIP. I'M TOLD THAT I'M THE FIRST  
23 PERMANENT C.E.O. SINCE 2001. THE CHIEF OPERATING OFFICER AND  
24 CHIEF NURSING OFFICER POSITIONS HAVE BEEN FILLED BY INTERIM  
25 MANAGEMENT CONSULTANTS. MANY OTHER LEADERSHIP ROLES ARE BEING



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1 HANDLED IN THE SAME MANNER. I'VE WORKED WITH THE LOS ANGELES  
2 DEPARTMENT-- DEPARTMENTS OF HEALTH SERVICES AND HUMAN  
3 RESOURCES SINCE ACCEPTING THE POSITION TO IDENTIFY AND RECRUIT  
4 A C.O.O. AND A C.N.O. I'M HAPPY TO REPORT THAT WE HAVE A  
5 C.N.O. WHO WILL BE JOINING US FULL-TIME GEOGRAPHIC AT K.D.M.C.  
6 EFFECTIVE 10-31-05. WE ALSO HAVE-- D.H.R. HAS EXTENDED AN  
7 OFFER TO A C.O.O. CANDIDATE, WHO ACCEPTED JUST THIS MORNING. I  
8 ANTICIPATE THAT WE WILL HAVE AN ONGOING NEED FOR INTERIM  
9 MANAGEMENT. I DISCUSSED THAT WITH YOU A LITTLE BIT, A LITTLE  
10 WHILE AGO. HOWEVER, AS WE FILL LEADERSHIP VACANCIES WITH  
11 PERMANENT STAFF AND KNOWLEDGE TRANSFER BETWEEN THE INTERIMS  
12 AND THE NEW PERMANENT STAFF OCCURS, OUR NEEDS FOR INTERIM  
13 MANAGEMENT WILL DECREASE AND/OR MAY CHANGE. THIRD, K.D.M.C.  
14 MANAGEMENT MUST INCREASE OUR VIGILANCE AND ATTENTION TO DAILY  
15 OPERATIONAL AND OTHER ISSUES AS THEY ARISE. I HAVE MET WITH MY  
16 DIRECT REPORTS AND HAVE RELAYED TO THEM THE NEED TO HEIGHTEN  
17 FOCUS IN FOUR AREAS. THE FIRST IS COMMUNICATION. WE MUST BE  
18 CLEAR WITH OUR STAFF ABOUT EXPECTATIONS AND RESULTS. WE MUST  
19 EDUCATE THEM AND DEVELOP THEM PROFESSIONALLY. WE MUST KEEP  
20 THEM INFORMED ABOUT OUR PROGRESS AND OUR AREAS FOR  
21 IMPROVEMENT. WE MUST HOLD REGULAR MEETINGS AND FORUMS WITH  
22 OPPORTUNITIES FOR STAFF QUESTIONS AND INPUT. WE MUST ALSO  
23 SHARE STRATEGIC VISION WITH THEM ABOUT HOW WE ARE DOING, BOTH  
24 OUR FAILINGS AND OUR SUCCESSES. VISIBILITY. WE MUST  
25 CONTINUALLY TEST THE PULSE OF K.D.M.C. WE CAN'T DO THAT FROM



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1 OUR OFFICES. WE HAVE TO SEE AND TOUCH OUR STAFF ON A DAILY  
2 BASIS. ACCESSIBILITY. WE MUST BE AVAILABLE TO OUR STAFFS AND  
3 OUR COLLEAGUES FOR COLLABORATION AND SUPPORT. WE MUST HOLD  
4 EACH OTHER MUTUALLY ACCOUNTABLE FOR WHAT WE DO AND WHAT WE DO  
5 NOT DO. AND TRANSPARENCY. SIMPLY, EVERY ACTION, EVERY DECISION  
6 MUST BE ABOVE REPROACH. 4, K.D.M.C. MUST STABILIZE OUR  
7 CLINICAL STAFF. THE ISSUE IS VERY COMPLICATED AND RELATES TO  
8 MEDICAL STAFF LEADERSHIP, PHYSICIAN TRAINING, PHYSICIAN  
9 STAFFING, NURSE STAFFING AND OTHER CLINICAL STAFFING AS WELL.  
10 THE USE OF TRAVEL NURSES IS OFTEN CITED AS PROBLEMATIC AND I  
11 WOULD AGREE WITH THAT IN PRINCIPLE. I WOULD ALSO SHARE WITH  
12 YOU THAT, JUST LIKE EVERYTHING ELSE AT K.D.M.C., EVEN OUR USE  
13 OF TRAVEL NURSES IS UNIQUE. WE HAVE TRAVEL NURSES WHO HAVE  
14 BEEN TRAVELING TO K.D.M.C. FOR OVER TWO YEARS. THAT IS NOT A  
15 TYPICAL TRAVELING NURSE. I'VE ASKED ASSISTANCE FROM D.H.S. AND  
16 D.H.R. TO DEVELOP NEW PROGRAMS, PERHAPS UNIQUE TO K.D.M.C.,  
17 THAT WILL AID IN RECRUITING AND RETAINING PERMANENT NURSING  
18 STAFF. AT THE SAME TIME, WE MUST EXAMINE ALL FACETS OF WORK  
19 LIFE AT K.D.M.C. TO MAKE SURE THAT WE OFFER AN ENVIRONMENT  
20 THAT IS NOT ONLY FINANCIALLY COMPETITIVE BUT IS ALSO  
21 CHALLENGING, THAT FOSTERS GROWTH AND INNOVATION AMONG OUR  
22 STAFF. 5, K.D.M.C. MUST ALIGN ITSELF WITH CHARLES DREW  
23 UNIVERSITY MEDICAL SCHOOL IN THE AREAS OF MUTUAL STRATEGIC  
24 FOCUS. I HAVE ALREADY ATTENDED A DREW BOARD OF TRUSTEES  
25 MEETING AND WILL CONTINUE WORKING WITH THE UNIVERSITY, ITS



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1 BOARD, LEADERSHIP AND STAFF TO DEVELOP A RELATIONSHIP BASED ON  
2 MUTUAL RESPECT AND SUPPORT. I HAVE SCHEDULED MEETINGS WITH  
3 EACH DEPARTMENT CHAIR TO GAIN ALIGNMENT AND AGREEMENT ON  
4 REQUIRED ACTIONS AND TIME LINES IN EACH DEPARTMENT. 6,  
5 K.D.M.C. MUST DEVELOP A CULTURE OF LEARNING. COLLABORATION AND  
6 MUTUAL ACCOUNTABILITY WITHIN ALL DISCIPLINES AND AT ALL LEVELS  
7 OF STAFF. THIS IS THE KIND OF CULTURE REQUIRES A GREAT DEAL OF  
8 INVOLVEMENT AND ACTIVE ENGAGEMENT OF MANAGEMENT. IT ALSO  
9 INVOLVES THE ACTIVE PARTICIPATION AND ENGAGEMENT OF ALL STAFFS  
10 MEMBERS. IT IS TOP DOWN AND IT IS BOTTOM UP. LASTLY, ALL  
11 K.D.M.C. STAFF MUST BE HELD ACCOUNTABLE FOR PERFORMING THEIR  
12 ROLES AT ACCEPTABLE LEVELS. THE EXPECTATION FOR PERFORMANCE  
13 MUST BE ACCOMPANIED BY THE NECESSARY INVESTMENT IN OUR HUMAN  
14 RESOURCES. STAFF DEVELOPMENT MUST BE A CORNERSTONE OF OUR NEW  
15 CULTURE. LET ME ALSO REVIEW, AS A FINAL POINT WITH YOU, THE  
16 PARTIAL TEXT OF SOMETHING I SHARED WITH ALL OF THE STAFF LAST  
17 WEEK AS I MET MANY STAFF MEMBERS WITH WHOM I WILL BE WORKING.  
18 PERSONAL RESPONSIBILITY DRIVES PROFESSIONAL EXCELLENCE AND IS  
19 A CORNERSTONE OF OUR MISSION AND OUR DUTY TO PATIENT CARE.  
20 I'VE ASKED THAT THE STAFF AT K.D.M.C. TO JOIN ME IN RENEWING  
21 THIS COMMITMENT ON A DAILY BASIS. PERSONAL RESPONSIBILITY  
22 BEGINS WITH ME. I AM 100% ACCOUNTABLE FOR WHAT HAPPENS AT  
23 K.D.M.C. IT STARTED THE MOMENT I OFFICIALLY JOINED THE  
24 K.D.M.C. FAMILY. TRANSFORMATION IS UNDERWAY BUT PLEASE  
25 REMEMBER, TRANSFORMATION IS A JOURNEY. IT IS MUCH EASIER AND



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1 QUICKER TO DISMANTLE THAN TO REBUILD. I HAVE SEEN BUILDINGS  
2 THAT TOOK THREE YEARS TO BUILD, IMPODED IN A MERE SECOND. IN  
3 MANY WAYS, THAT EXAMPLE IS ILLUSTRATIVE OF OUR TASK AT  
4 K.D.M.C. WE ARE CONSTRUCTING A FOUNDATION. ONCE WE SOLIDIFY  
5 THAT PERMANENT INFRASTRUCTURE, CHANGES WILL TAKE HOLD AND YOU  
6 WILL SEE LASTING IMPROVEMENT. WE NEED YOUR SUPPORT AND  
7 ASSISTANCE TO MAKE THAT VISION A REALITY. I THANK YOU FOR THIS  
8 TIME THIS AFTERNOON. I THANK YOU IN ADVANCE FOR YOUR SUPPORT.  
9 PLEASE FEEL FREE TO CALL ME, ANY MEMBER OF MY MANAGEMENT TEAM,  
10 ANY MEMBER OF OUR CONSULTING TEAM TO WORK WITH YOU, TO TALK  
11 WITH YOU, TO SHARE WITH YOU INFORMATION THAT WILL MAKE YOU  
12 COMFORTABLE AND GIVE YOU THE COMFORT LEVEL THAT YOU NEED TO  
13 ENTRUST US WITH THE CONTINUED GUIDANCE OF K.D.M.C. THANK YOU.

14

15 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. IS IT MS. EPPS OR MS.  
16 SMITH-EPPS? I WANT TO BE CORRECT.

17

18 **ANTOINETTE EPPS:** MS. EPPS IS FINE.

19

20 **SUP. MOLINA, CHAIR:** ALL RIGHT. THANK YOU. WE APPRECIATE YOUR  
21 COMMENTS.

22

23 **SUP. KNABE:** WELL, YOU WANTED TO BIFURCATE 15, YOU KNOW, MY  
24 MOTION SORT OF REPLACED 15 WITH A CAVEAT THAT WE REDIRECTED



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1 NAVIGANT TO REPORT TO THE PROJECT DIRECTOR, BUT YOU SAID YOU  
2 WANTED TO SPLIT THE VOTE?

3

4 **SUP. MOLINA, CHAIR:** ONLY BECAUSE WE ALSO HAVE TO APPROVE A  
5 CONTRACT, IS MY UNDERSTANDING, OTHERWISE YOU'VE GOT NOTHING.

6

7 **SUP. KNABE:** OKAY. I MOVE ITEM 15.

8

9 **SUP. MOLINA, CHAIR:** ALL RIGHT. AS IS. IT'S BEEN MOVED...

10

11 **SUP. KNABE:** WELL, WHEN I SAY AS IS, HERE'S WHAT CONCERNS ME.  
12 I'M MOVING ITEM 15 BUT I REDIRECTED THAT ITEM AS IT RELATED IN  
13 MY MOTION. IS THAT CORRECT?

14

15 **SUP. MOLINA, CHAIR:** I THINK WHAT WE NEED TO DO IS MOVE FORWARD  
16 THE APPROVAL OF THE CONTRACT, WHICH IS WHAT YOU'RE DOING, AND  
17 THEN WHAT YOU'RE DOING WITH YOUR MOTION IS YOU'RE ASKING FOR  
18 REVISIONS AS TO WHO IS THE PROJECT LEAD.

19

20 **SUP. KNABE:** OKAY.

21

22 **SUP. MOLINA, CHAIR:** I THINK-- IS THAT CLEAR? DOES THAT MAKE...

23

24 **SUP. KNABE:** I MEAN, AS LONG AS I'M, I MEAN, COUNTY COUNSEL...

25



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1    **SUP. BURKE:** IS THAT RIGHT?

2

3    **SUP. MOLINA, CHAIR:** AM I INCORRECT? PLEASE CORRECT ME IF I AM  
4    WRONG.

5

6    **C.A.O. JANSSEN:** I'M WONDERING IF YOU SHOULDN'T DO THE MOTION  
7    FIRST AND THEN THE CONTRACT.

8

9    **SUP. MOLINA, CHAIR:** ALL RIGHT. WHY DON'T WE DO THAT.

10

11    **SUP. KNABE:** HOW ABOUT I MOVE ITEM 15 AS AMENDED.

12

13    **SUP. MOLINA, CHAIR:** NO. WHY DON'T YOU JUST MOVE YOUR AMENDMENT  
14    FIRST.

15

16    **SUP. KNABE:** OKAY. I MOVE MY AMENDMENT FIRST.

17

18    **SUP. MOLINA, CHAIR:** ALL RIGHT. IS THERE ANY OBJECTION? IT'S  
19    BEEN MOVED AND SECONDED. I SECONDED MR. KNABE'S MOTION. IS  
20    THERE ANY OBJECTION TO MR. KNABE'S AMENDMENT? IF NOT, SO  
21    ORDERED ON THE AMENDMENT. NOW WE WILL MOVE...

22

23    **SUP. KNABE:** I MOVE ITEM 15 AS AMENDED.

24

25    **SUP. MOLINA, CHAIR:** AS AMENDED.





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1

2 **SUP. ANTONOVICH:** THEN YOU CAN DIVIDE THE...

3

4 **SUP. BURKE:** AND I SECOND THAT.

5

6 **SUP. MOLINA, CHAIR:** ALL RIGHT. MS. BURKE SECONDS. CAN YOU CALL  
7 THE ROLL ON THAT ITEM?

8

9 **CLERK VARONA-LUKENS:** ALL RIGHT. CAN YOU CLARIFY THAT? WE'RE ON  
10 ITEM 15 AS AMENDED.

11

12 **SUP. KNABE:** RIGHT. MY MOTION.

13

14 **CLERK VARONA-LUKENS:** OKAY. ALL RIGHT. SUPERVISOR BURKE?

15

16 **SUP. BURKE:** AYE.

17

18 **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?

19

20 **SUP. YAROSLAVSKY:** AYE.

21

22 **CLERK VARONA-LUKENS:** SUPERVISOR KNABE?

23

24 **SUP. KNABE:** AYE.

25



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1 **CLERK VARONA-LUKENS:** SUPERVISOR ANTONOVICH?

2

3 **SUP. ANTONOVICH:** NO. I'M SUPPORTING KNABE'S AMENDMENT BUT "NO"  
4 ON THE-- GIVING IT TO NAVIGANT.

5

6 **CLERK VARONA-LUKENS:** OKAY. AND SUPERVISOR MOLINA?

7

8 **SUP. MOLINA, CHAIR:** NO ON THE CONTRACT. ALL RIGHT. THAT TAKES  
9 CARE OF ITEM NUMBER 15, RIGHT? SO IT IS PASSED AS AMENDED,  
10 RIGHT? OKAY. NEXT WE HAVE ITEM NUMBER-- HELP ME, HELP ME.

11

12 **SUP. KNABE:** 23.

13

14 **SUP. MOLINA, CHAIR:** 23.

15

16 **C.A.O. JANSSEN:** ANOTHER SIMPLE ISSUE.

17

18 **SUP. KNABE:** (CHUCKLING).

19

20 **C.A.O. JANSSEN:** HEALTH ADVISORY BOARD. TWO WEEKS AGO, YOUR  
21 BOARD DIRECTED MY OFFICE AND COUNTY COUNSEL TO REPORT BACK ON  
22 A SMALLER, MORE FOCUSED HEALTH ADVISORY BOARD WITH A  
23 RESTRICTED MEMBERSHIP FROM WHERE THEY ARE RIGHT NOW IN LIEU OF  
24 THE BYLAWS THAT WERE BEFORE YOU. YOU ALSO ALLOWED ME TO  
25 CONSIDER THE POSSIBILITY OF A TOTALLY DIFFERENT RECOMMENDATION



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1 THAN A SMALLER DOWNSIZED BOARD AND I HAVE SO RECOMMENDED  
2 DIFFERENTLY. I AM PROPOSING, IN LIEU OF APPROVING THE BYLAWS  
3 THAT HAD BEEN BEFORE YOU SINCE AUGUST, IN LIEU OF APPROVING  
4 THE BYLAWS THAT I HAVE MADE AVAILABLE ON A CHANGED HEALTH  
5 ADVISORY BOARD THAT, INSTEAD, YOU SUSPEND THE OPERATIONS OF  
6 THE ADVISORY BOARD FOR A PERIOD OF TIME TO ALLOW THE HOSPITAL  
7 AND I THINK YOU HAVE HAD THIS DISCUSSION IN GREAT DETAIL PRIOR  
8 TO THIS ABOUT WHERE THE FOCUS OF ATTENTION NEEDS TO BE FOR THE  
9 HOSPITAL, FOR THE PEOPLE IN IT, FOR MISSEPPS AND THAT  
10 SUSPENDING THE OPERATION OF THE H.A.B IS GOING TO TAKE ONE  
11 ISSUE OF CONFUSION, IF YOU WILL, OUT OF THE EQUATION AND  
12 CERTAINLY ALLOW THE NEW C.E.O. TO FOCUS ON KING/DREW. AN  
13 INCIDENT THAT HAPPENED LAST WEEK THAT WAS INSTRUCTIVE FROM MY  
14 STANDPOINT WAS AN ATTEMPT TO EXPLAIN TO THE NEW C.E.O. THE  
15 COUNTY ORGANIZATION AND WHO SHE WAS GOING TO BE REPORTING TO  
16 AND WHO SHE WAS RESPONSIBLE TO AND EVERYONE WAS HAVING TROUBLE  
17 FIGURING OUT WHERE EXACTLY THE HEALTH ADVISORY BOARD FIT IN  
18 THAT EQUATION. WE CANNOT, I DON'T BELIEVE, FIND OURSELF IN A  
19 POSITION WHERE THE NEW C.E.O. DOESN'T KNOW HOW TO RELATE TO  
20 YET ANOTHER BODY. THE LINES OF ACCOUNTABILITY AND AUTHORITY  
21 HAVE TO BE VERY CLEAR AND I THINK THE CONFUSION THAT HAS  
22 EXISTED OVER THE HEALTH ADVISORY BOARD HAS MADE THAT  
23 PROBLEMATIC. NOW, THIS IS NOT A REVIEW OF THE WORK OF THE  
24 BOARD. HECTOR AND KATHY AND JIM AND KEN KAISER AND THE PEOPLE  
25 THAT HAVE BEEN WORKING, VOLUNTEERING THROUGH THIS PERIOD OF



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1 TIME TO HELP THE HOSPITAL HAVE DONE AN EXCEPTIONAL JOB BUT WE  
2 JUST HAVE NOT YET MADE IT WORK AND I THINK THAT DISCUSSION  
3 NEEDS TO BE PUT OFF FOR SIX MONTHS. THE DEPARTMENT-- IF YOU  
4 AGREE, THE DEPARTMENT HAS TO REINSTATE ITS GOVERNING BODY  
5 PROCESS THAT IT HAS EXISTING WITH THE OTHER HOSPITALS. THEY  
6 STOPPED IT WHEN THE HEALTH ADVISORY BOARD WAS CREATED, THEY  
7 WOULD NEED TO REINSTATE THAT. I ALSO THINK THE DIRECTOR NEEDS  
8 TO CONTINUE, FOR HIS OWN PURPOSES, THE QUALITY REVIEW  
9 COMMITTEE THAT'S IN EXISTENCE AND MAYBE MORE BUT THAT IS  
10 ENTIRELY UP TO THE DIRECTOR AT THIS POINT. SO MY  
11 RECOMMENDATION, MADAM CHAIR, IS THAT, AT THIS POINT, YOU  
12 SUSPEND THE OPERATIONS OF THE ADVISORY BOARD UNTIL WE COMPLETE  
13 THE CERTIFICATION PROCESS.

14

15 **SUP. MOLINA, CHAIR:** MR. FLORES.

16

17 **HECTOR FLORES:** YES, AND I DON'T KNOW IF THERE'S A MOTION TO  
18 THIS EFFECT.

19

20 **SUP. MOLINA, CHAIR:** SO FAR THERE ISN'T, DOCTOR.

21

22 **SUP. YAROSLAVSKY:** YOU WANT ONE? I'LL MAKE A MOTION THAT WE  
23 APPROVE THE C.A.O.'S RECOMMENDATIONS.

24



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1   **SUP. MOLINA, CHAIR:** HE COULDN'T MOVE FAST ENOUGH. IT'S MOVED  
2   BY MR. ANTONOVICH-- I MEAN BY MR. YAROSLAVSKY. SECONDED BY? TO  
3   SUSPEND IT. SECONDED BY SUPERVISOR ANTONOVICH. YES. NOW YOU  
4   HAVE A MOTION BEFORE US. DR. FLORES.

5

6   **HECTOR FLORES:** THANK YOU. WELL, FIRST OF ALL, I WANT TO THANK  
7   ALL OF YOU FOR GIVING ME AND MY COLLEAGUES THE OPPORTUNITY TO  
8   PARTICIPATE AS MEMBERS OF THE HOSPITAL ADVISORY BOARD. I'M  
9   HERE NOT TO SPEAK EITHER ON BEHALF OR AGAINST THE  
10   RECOMMENDATION BEFORE YOU. ULTIMATELY, WE ALL RECOGNIZE WE  
11   SERVE AT THE PLEASURE OF YOUR BOARD AND WE DID SO AT YOUR  
12   INVITATION, ALTHOUGH CLEARLY WE ALL HAD A STRONG INTEREST AND  
13   BEING HELPFUL TO YOUR DELIBERATIONS AS WELL AS TO THE COUNTY  
14   AS WELL AS TO THE PEOPLE OF SOUTH LOS ANGELES AND I THINK  
15   ALMOST ALL OF US, IF NOT UNANIMOUSLY, ALL OF US WOULD HAVE  
16   PARTICIPATED IN SOME FORM AND WILL CONTINUE TO PARTICIPATE IN  
17   SOME FORM. I WILL CONCLUDE WITH A RECOMMENDATION, PART OF THE  
18   RECOMMENDATION ON THE QUALITY ADVISORY COMMITTEE, WHICH I  
19   THINK IS AN EXCELLENT RECOMMENDATION. I DO WANT TO THANK MY  
20   COLLEAGUES FOR THE WORK THAT THEY'VE DONE, PARTICULARLY MR.  
21   JIM LOTT, WHO SERVED AS VICE CHAIR OF THE ADVISORY BOARD AND  
22   THE CHAIRS OF OUR COMMITTEES, DR. KEN KAISER AND KATHY OCHOA,  
23   AS WELL AS OUR OTHER EXECUTIVE OFFICER, DR. LINDA BURNS-  
24   BOLTON. I DO WANT TO TAKE THIS OPPORTUNITY TO KIND OF SET THE  
25   RECORD STRAIGHT, BECAUSE THE REASON YOU HAVE A RECOMMENDATION



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1 BEFORE YOU, I THINK, WAS THE SEQUENCE OF EVENTS THAT WAS  
2 LARGELY MISUNDERSTOOD AND MISCHARACTERIZED AND I DO WANT TO  
3 CLARIFY, AT LEAST FROM OUR PERSPECTIVE, THOSE FACTS. THE  
4 HOSPITAL ADVISORY BOARD WAS ADOPTED BY YOUR BOARD IN FEBRUARY  
5 WITH A SENSE OF URGENCY BECAUSE WE WERE HEARING FROM MEDICARE,  
6 C.M.S. AND FROM JOINT COMMISSION, J.C.A.H.O., THAT THEY HAD  
7 CONCERNS ABOUT GOVERNANCE AT KING/DREW MEDICAL CENTER. INDEED,  
8 ONE OF THE RECOMMENDATIONS FROM NAVIGANT WAS TO CREATE THIS  
9 HOSPITAL ADVISORY BOARD AS QUICKLY AS POSSIBLE. WE ALL  
10 RECOGNIZED, AT THAT TIME, THAT THE TIMING WAS NOT THE MOST  
11 OPTIMAL BECAUSE, IN RETROSPECT, WE DID NOT HAVE THE  
12 OPPORTUNITY TO NEGOTIATE WITH YOU AND DISCUSS WITH YOU WHAT  
13 YOUR EXPECTATIONS WERE OF THE HOSPITAL ADVISORY BOARD AND  
14 WHETHER OR NOT WE COULD MEET THOSE EXPECTATIONS, QUITE  
15 FRANKLY. TO THE EXTENT THAT WE WERE A WORK IN PROGRESS, WE  
16 TRIED TO ACCELERATE OUR WORK SO THAT WE COULD BE OF USE TO YOU  
17 IN THE COMPRESSED TIME THAT YOU'VE HAD BECAUSE OF THESE  
18 CHALLENGES, PARTICULARLY WITH C.M.S. BUT, IN RETROSPECT,  
19 CLEARLY, WE COULD HAVE DONE A MUCH BETTER JOB OF COMMUNICATING  
20 AS WELL. A SECOND ISSUE, WHICH IS REALLY LOOKING AT WHAT  
21 TRANSPIRED WITH OUR OPPOSITION TO THE DEPARTMENT DIRECTOR'S,  
22 DR. GARTHWAITE'S, RECOMMENDATION TO CLOSE CERTAIN SERVICES AT  
23 KING/DREW WAS THAT WE DID TAKE OUR CHARGE SERIOUSLY AND, AS  
24 MR. KNABE, IN THE MOTION THAT YOU JUST APPROVED EARLIER SAID,  
25 WE DO NOT HAVE THE LUXURY OF TIME TO WASTE ON DIVIDED



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1 LEADERSHIP, INDECISION OR BUREAUCRATIC INACTION AND WE TOOK  
2 THE CHARGE YOU GAVE US TO BE YOUR EYES AND EARS AND TO PROVIDE  
3 ADVICE AND ANALYSIS IN THAT CONTEXT, THAT THERE WAS NO TIME TO  
4 BE INDECISIVE AND WE READ THE REPORT FROM DR. GARTHWAITE,  
5 WHICH WE THOUGHT WAS PREMATURE BECAUSE, QUITE FRANKLY, IT DID  
6 NOT HAVE THE INFORMATION REQUIRED TO BE ABLE TO MAKE A  
7 REASONED DECISION ABOUT ELIMINATING MATERNAL AND CHILD HEALTH  
8 SERVICES AT THE MEDICAL CENTER. SO WE DECIDED WE NEEDED TO BE  
9 DECISIVE AND TO BE DECISIVE, TO SAY, NO, THIS IS NOT THE RIGHT  
10 TIME. WE DID NOT EVER SAY WE WILL ALWAYS OPPOSE THIS. WE DID  
11 NOT EVER SAY THAT WE ARE ALL FOR THE STATUS QUO, BECAUSE WE  
12 ALL AGREED THE STATUS QUO IS UNACCEPTABLE. BUT IT REALLY IS  
13 IMPORTANT TO SET THE RECORD STRAIGHT, THAT WE OPPOSED IT ON  
14 THAT PRINCIPLE, THAT WE WOULD NOT BE SERVING YOU PROPERLY IF  
15 WE DIDN'T ASK THE DUE DILIGENCE THAT THE DEPARTMENT NEEDED TO  
16 EXERCISE AND HAD FAILED. THREE TIMES WE ASKED DR. GARTHWAITE,  
17 IN DIFFERENT FORMS, WHAT THE FINANCIAL IMPACT WOULD BE OF THIS  
18 RECOMMENDATION AND WE WERE TOLD, "WE DO NOT THINK IT WILL HAVE  
19 A FINANCIAL IMPACT." WELL, YOU KNOW, WE WERE PROVEN CORRECT  
20 WHEN THE STATE FINALLY INFORMED US THAT THERE WOULD BE A 29-  
21 MILLION-DOLLAR IMPACT ON THIS. SO I THINK WE...

22  
23 **SUP. YAROSLAVSKY:** DID YOU KNOW THAT, THAT, WHEN YOU ASKED THAT  
24 QUESTION OF DR. GARTHWAITE? WHY DID YOU ASK THAT QUESTION?





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1   **HECTOR FLORES:** WE ASKED THAT AS A SERIES OF QUESTIONS THAT  
2   THERE WAS A FINANCIAL IMPACT IMMEDIATELY IN LOSING THE  
3   PATIENTS THROUGH THE MANAGED CARE CONTRACTS BEING MOVED OUT OF  
4   THE HOSPITAL, THAT THERE WAS A FINANCIAL IMPACT IN  
5   DESTABILIZING THE PAYER MIX OF THE HOSPITAL, IF YOU WILL. AND  
6   I DON'T KNOW IF YOU'VE READ OUR REPORT BUT WE ASKED THOSE  
7   QUESTIONS SO WE DIDN'T KNOW...

8

9   **SUP. YAROSLAVSKY:** BUT YOU HAD NO IDEA WHATSOEVER THAT THERE  
10   WOULD BE A PROHIBITION ON CLOSING AN O.B. UNIT AND LOSING 29,  
11   \$30 MILLION?

12

13   **HECTOR FLORES:** NO. HAD ANYONE KNOWN, I THINK THEY WOULD HAVE  
14   IMMEDIATELY INFORMED DR. GARTHWAITE THAT HE WAS INCORRECT IN  
15   HIS ASSUMPTIONS.

16

17   **SUP. YAROSLAVSKY:** I JUST WANTED TO BE CLEAR ON THAT.

18

19   **SUP. KNABE:** BUT LET ME JUST-- CAN I JUST CLARIFY? I MEAN, ZEV,  
20   WHEN I ASKED THE QUESTION ABOUT THE FINANCIAL IMPACT, IT WAS  
21   BECAUSE I HAD A CONVERSATION WITH A COUNTY SUPERVISOR FROM  
22   ALAMEDA COUNTY THAT HAD RUN INTO THE SAME PROBLEM. AND THAT'S  
23   WHY, I MEAN, I JUST MADE ONE OF THOSE LITTLE NOTES TO ASK THE  
24   QUESTION.

25



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1   **SUP. BURKE:** AND I ASKED THE QUESTION WHEN IT WAS INTRODUCED,  
2   JUST OUT OF COMMON SENSE, JUST OUT OF-- NOT BECAUSE I KNEW ANY  
3   KIND OF REGULATION BUT IT SEEMED TO ME THAT, IN A DSH  
4   HOSPITAL, THAT THERE ORDINARILY WOULD BE SOME O.B.

5

6   **HECTOR FLORES:** SO I THINK IN-- CLEARLY, THE-- WE WERE DOING  
7   WHAT WE THOUGHT YOU HAD ASKED US TO DO AND THAT'S TO PROTECT  
8   YOU AND PROVIDE YOU INFORMATION THAT YOU NEEDED TO SO THAT YOU  
9   WOULDN'T HAVE TO RUN INTO THE DIFFICULT SITUATION WHEN WE  
10   FINALLY GOT THE RIGHT DATA. SECONDLY, IT'S IMPORTANT THAT WE  
11   REALLY LOOK AT WHERE THIS MOVES FORWARD. YOU KNOW, I'M  
12   CONCERNED THAT MEMBERS OF OUR BOARD, PERHAPS EVEN ME, HAVE  
13   BEEN PERCEIVED AS RECALCITRANT, AS ACTIVISTS FOR THE STATUS  
14   QUO OR APOLOGISTS FOR WHAT HAS BEEN GOING ON IN THE MEDICAL  
15   CENTER AND I CAN TELL YOU THAT THERE IS NOTHING-- NOTHING  
16   COULD BE FURTHER FROM THE TRUTH. WHAT WE'RE COMMITTED TO IS TO  
17   KEEP THAT HOSPITAL SAFE, TO PRESERVE SERVICES IN ALL WAY  
18   POSSIBLE AND REALLY DO OUR BEST TO BE HELPFUL TO YOU. THAT'S  
19   ALL WE DID. AND I'M SORRY THAT WE DIDN'T COMMUNICATE AS WELL  
20   AS WE COULD HAVE. I HAD MENTIONED, IN PREVIOUS PRESENTATIONS  
21   TO YOUR BOARD, THAT I ACCEPT RESPONSIBILITY WHERE I DID NOT  
22   REACH OUT TO EACH OF YOU AS OFTEN AS I NEEDED TO. BY THE SAME  
23   TOKEN, YOUR HEALTH DEPUTIES HAVE REACHED OUT TO US IN  
24   DIFFERENT LEVELS OF INTENSITY AND I THINK THAT WE COULD HAVE  
25   DONE A MUCH BETTER JOB AND WE LEARNED SOMETHING, SO THAT, AS



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1 YOU MOVE FORWARD, AND I'M CONFIDENT IN THE WORK THAT MS. EPPS  
2 WILL DO WITH HER TEAM AND IF YOU SUPPORT HER WITH ALL THE  
3 RESOURCES AND THE FOCUS THAT SHE NEEDS, I'M CONFIDENT THAT, IF  
4 C.M.S. PASSES AND YOU BRING BACK A FUTURE ADVISORY BOARD OR  
5 SOME TYPE OF GOVERNANCE, THAT WE WILL USE THIS EXPERIENCE TO  
6 BE ABLE TO COME UP WITH THE RIGHT DOCUMENT, THE RIGHT SET OF  
7 BYLAWS THAT REFLECTS WHAT YOU WOULD EXPECT OF THAT ADVISORY  
8 BOARD AND WHAT THAT ADVISORY BOARD COULD, IN GOOD CONSCIENCE,  
9 PROVIDE FOR YOU. AS A MATTER OF PRACTICE, WE REALLY SUPPORT  
10 THE ACTIONS YOU'VE TAKEN TODAY, PARTICULARLY TO CONTINUE  
11 NAVIGANT'S CONTRACT, BECAUSE CHANGING THE HORSES IN THE MIDDLE  
12 OF THE STREAM WOULD BE EXTREMELY DIFFICULT. BUT WE ALSO ASK  
13 THAT YOU DO EVERYTHING POSSIBLE, AS YOU ARTICULATED, TO HELP  
14 DR. GARTHWAITE AND HIS TEAM FOCUS ON SUPPORTING THE C.E.O., TO  
15 FOCUS ON PASSING C.M.S. AND J.C.A.H.O. AND TO FOCUS ON THE  
16 NAVIGANT TRANSITION WHICH OBVIOUSLY NEEDS TO HAPPEN. AND NOT  
17 HAVE THE DISTRACTIONS OF CLOSURE OF SERVICES, THE DISTRACTION  
18 OF OUTSOURCING, THE DISTRACTION OF PRIVATIZING, ENTER INTO THE  
19 D.H.S. ABILITY TO FOCUS ON THIS. SO IF THERE'S A WAY FOR YOU  
20 TO ASSIGN THAT DUE DILIGENCE WORK ON PRIVATIZING OR  
21 OUTSOURCING TO ANOTHER OFFICE, WE STRONGLY RECOMMEND THAT,  
22 BECAUSE THESE DISTRACTIONS HAVE PREVENTED DR. GARTHWAITE AND  
23 HIS TEAM FROM FULLY DEPLOYING THEIR SKILLS AND THEIR EXPERTISE  
24 TO THE REVITALIZATION OF KING/DREW MEDICAL CENTER. LAST THING  
25 IN TERMS OF RECOMMENDATIONS IS THAT WE REALLY TRULY BELIEVE



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1 THAT THE COMMUNITY NEEDS TO BE ENGAGED, AND BY "COMMUNITY," WE  
2 DEFINE STAKEHOLDERS WHO MAY BE ELECTED OFFICIALS, PATIENTS OF  
3 THE HOSPITAL, PATIENTS IN THAT COMMUNITY, COMMUNITY  
4 REPRESENTATIVES AND ADVOCACY GROUPS. THEY DO HAVE SUBSTANTIVE  
5 ISSUES TO SAY, THEY HAVE SUBSTANTIVE EXPERIENCE FROM WHICH TO  
6 RELATE THEIR COMMENTS, AND IN THAT ENGAGEMENT SHOULD BE  
7 PROACTIVE AND COLLABORATIVE SO THAT THE RIGHT SOLUTION OCCURS  
8 IN SOUTH LOS ANGELES. IT IS FAR EASIER TO DEAL WITH SERIOUS  
9 CUTS AND SERIOUS THREATS BY THE COMMUNITY IF THEY'VE BEEN  
10 INVOLVED AND INFORMED. WE'VE TRIED DILIGENTLY TO ENGAGE THE  
11 COMMUNITY AND INFORM THEM ABOUT WHAT WE WERE FINDING, THAT IT  
12 WAS NOT A RACIST MOVEMENT TO TRY TO CLOSE THE INSTITUTION,  
13 THAT IT WAS NOT JUST PEOPLE TRYING TO TAKE ADVANTAGE OF THE  
14 WEAKNESS OF THE MEDICAL CENTER, THAT THERE WERE REAL CONCERNS  
15 ABOUT THE SAFETY, THE PEOPLE OF SOUTH LOS ANGELES WERE BEING  
16 HARMED, AND WE'VE ENGAGED THE COMMUNITY TO BEGIN TO DISCUSS  
17 ABOUT HOW DO WE DEAL WITH THAT REALITY AND STILL CREATE A  
18 REINVIGORATED MEDICAL CENTER AND I HOPE THAT YOU WILL NOT LOSE  
19 SIGHT OF THAT. THE REASON THAT WE RECOMMENDED TO INCLUDE  
20 COMMUNITY MEMBERS IN THE GOVERNANCE IS THAT IT'S A LOT EASIER  
21 TO WORK WITH THEM IN THE SENSE OF RESPONDING TO THEIR NEEDS  
22 THAN TRYING TO DO THINGS FOR THEM COMPLETELY IN A VACUUM AND  
23 IT'S FAR BETTER TO ENGAGE THEM AND EMPOWER THEM TO REPRESENT  
24 THEMSELVES SO THAT THEY, TOO, WILL SEE THE ACCOUNTABILITY  
25 FACTOR COME TO FRUITION. LASTLY, WITH REGARDS TO THE QUALITY



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1 ADVISORY COMMITTEE, I THINK IT'S RARE TO GET THE LEVEL OF  
2 EXPERTISE OF A DR. KEN KAISER AND THE FOLKS WHO HAVE  
3 PARTICIPATED, INCLUDING ME, TO PARTICIPATE AT LEAST THROUGH  
4 THE EXPERIENCE THAT WE CAN OFFER BUT IT'S HIS LEADERSHIP THAT  
5 HAS REALLY DISTINGUISHED THAT BODY, WHAT WE CALL THE QUALITY  
6 OVERSIGHT COMMITTEE AS A STRATEGIC PLAN, NOT SIMPLY TO PASS  
7 C.M.S. OR TO MEET MINIMUM STANDARDS BUT ACTUALLY TO CREATE A  
8 VISION OF EXCELLENCE FOR KING/DREW MEDICAL CENTER, BECAUSE WE  
9 TRULY BELIEVE THAT IT CAN BE AN EXCELLENT INSTITUTION. WITH  
10 THAT, I THANK YOU ONCE AGAIN FOR THE OPPORTUNITY TO WORK WITH  
11 YOU. ALL OF US ARE COMMITTED TO CONTINUE TO WORK. I MYSELF  
12 HAVE COMMITTED TO CONTINUE TO WORK WITH THE FACULTY THERE, THE  
13 PHYSICIANS, WHO ARE A CRITICAL PART OF THE SERVICES BEING  
14 DELIVERED SO THAT THEY CAN ORGANIZE THEMSELVES INTO AN  
15 ORGANIZED FACULTY PRACTICE THAT WILL GIVE YOU THE  
16 ACCOUNTABILITY, AND THE UNIVERSITY THE ACCOUNTABILITY FOR THE  
17 TEACHING, THE RESEARCH AND THE QUALITY OF SERVICE THAT HAPPENS  
18 EVERY SINGLE DAY IN THAT INSTITUTION AND CARRIES THAT VISION  
19 OF EXCELLENCE FORWARD. THANK YOU VERY MUCH.

20

21 **SUP. MOLINA, CHAIR:** THANK YOU, DR. FLORES. I WANT TO THANK YOU  
22 FOR THE WORK THAT YOU'VE BEEN PROVIDING AND THE LEADERSHIP  
23 THAT YOU'VE BEEN PROVIDING AS WELL. I KNOW YOU'VE BEEN  
24 INVOLVED IN THIS ISSUE FOR A LONG TIME. IT DIDN'T START WITH  
25 AS THE ADVISORY. YOU'VE BEEN INVOLVED IN THIS ISSUE, IN MANY



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1 RESPECTS, FROM THE STANDPOINT OF WORKING ON THE ENDOWMENT  
2 COMMITTEE THAT WAS PUT TOGETHER AND EVEN BEFORE THAT, IN  
3 TRYING TO WORK WITH DREW AND, EVEN TODAY, WORKING WITH MANY OF  
4 ITS RESIDENTS THAT YOU TRY RECRUIT TO WHITE MEMORIAL. I REALLY  
5 APPRECIATE THE LEVEL OF INTEREST AND PARTICIPATION AND ADVICE  
6 THAT YOU'VE BEEN WILLING TO GIVE. I'M DISAPPOINTED IN THE  
7 C.A.O.'S RECOMMENDATION AT THIS POINT IN TIME BUT I THINK THAT  
8 MRS. EPPS WOULD DO WELL AND I THINK SHE REALIZES AS WELL THAT  
9 THE KIND OF INPUT THAT YOU AND MANY OTHERS WITHIN THIS  
10 ADVISORY BOARD WOULD SERVE HER WELL FROM THE STANDPOINT OF  
11 INTERFACE AND ADVICE AND DIRECTION AND ASSISTANCE AND I'M SURE  
12 THAT SHE WOULD HAVE AN OPPORTUNITY. I HOPE THAT YOU WILL  
13 EXTEND TO HER AN OPPORTUNITY TO PROVIDE ADVICE TO HER, ANSWER  
14 HER QUESTIONS AND MAYBE GIVE HER COUNSEL AND DIRECTION FROM  
15 TIME TO TIME AS THAT YOU'VE HAD EXPERIENCE WITH NOT ONLY MANY  
16 OF US BUT INTERFACE WITH THE DEPARTMENT AS WELL AND WE ALL  
17 WANT HER TO SUCCEED. IT'S VERY ESSENTIAL THAT SHE SUCCEED AND  
18 SO I THINK IT'S UNFORTUNATE SHOULD THIS BOARD DECIDE TO  
19 DISMANTLE THE ADVISORY BOARD. I THINK IT GOES AGAINST THE  
20 ISSUES OF GOVERNANCE AND THE RESPONSIBILITY OF C.M.S. AND IT'S  
21 UNFORTUNATE THAT IT'S INTIMIDATING TO HAVE AN ORGANIZATION OR  
22 A NETWORK LIKE YOURS THAT IS TRYING TO GIVE US A HELPING HAND  
23 TO FIND WHATEVER YOU'RE DOING TO BE COUNTERPRODUCTIVE AND SO I  
24 FOUND IT VERY UNFORTUNATE. WE ALSO HAVE MISS LARK GALLOWAY-  
25 GILLIAM WHO WOULD LIKE TO ADDRESS US. YES, MS. BURKE.



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1  
2 **SUP. BURKE:** I ALSO WANT TO THANK YOU FOR YOUR WORK. WHEN I SAW  
3 THIS RECOMMENDATION, AS I SAID TO MR. JANSSEN, I WAS REALLY  
4 VERY CONCERNED THAT WE HAD SUCH DISTINGUISHED PEOPLE COME  
5 FORWARD TO HELP US AND HAD PUT IN SO MUCH TIME AND WAS VERY  
6 CONCERNED THAT THEY MIGHT FEEL THAT WE DID NOT APPRECIATE ALL  
7 OF THEIR HARD WORK AND I RECOGNIZED THAT WE WERE ABLE TO  
8 ATTRACT, REALLY, PEOPLE THAT HAVE HIGH REPUTATIONS AND I WANT  
9 TO SAY AND I WANT THEM TO REALLY UNDERSTAND THAT WE HOPE THAT,  
10 IN NO WAY WILL THEY BE DETERRED FROM THEIR INTEREST IN THE  
11 HOSPITAL AND TRYING TO HELP THE HOSPITAL BY WHATEVER ACTION IS  
12 TAKEN HERE OR THAT IN ANY WAY THAT THAT SHOULD INDICATE THAT  
13 THEIR SERVICE WAS NOT APPRECIATED. AND THAT'S THE THING THAT  
14 I'M REALLY CONCERNED ABOUT AS FAR AS MOVING FORWARD. I  
15 RECOGNIZE THAT THE ROLE WAS NEVER TOTALLY DEFINED OF THE  
16 HOSPITAL ADVISORY AND THAT WAS UNFORTUNATE. AND ALSO THE WHOLE  
17 DISCUSSION OF THE BYLAWS BECAME A WHOLE ISSUE IN AND OF  
18 ITSELF. IT JUST-- IT BECAME THE CENTER OF DISCUSSION AND A  
19 TREMENDOUS AMOUNT OF TIME AND A REAL DISTRACTION WHEN, AT THIS  
20 POINT, WE REALLY NEEDED TO CONCENTRATE ON THE HOSPITAL RATHER  
21 THAN ON SOME OF THESE OTHER ISSUES BUT I DO WANT TO BE VERY  
22 CLEAR THAT I REALLY APPRECIATED THE WORK THEY DID, AND THEY  
23 MADE A LOT OF CONTRIBUTION AND I WOULD HOPE THAT THE PEOPLE  
24 WHO HAVE BEEN INVOLVED WOULD CONTINUE TO BE INVOLVED IN SOME  
25 ROLE AND THAT'S ONE OF THE THINGS I WANT TO ASK MR. JANSSEN





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1 AFTER WE HEAR FROM EVERYONE, HOW WE WILL INVOLVE THEM AND HOW  
2 THEY WILL CONTINUE TO BE INVOLVED WITH THE HOSPITAL IN A VERY  
3 CONSTRUCTIVE WAY.

4

5 **SUP. MOLINA, CHAIR:** BEFORE I CALL ON MISS GILLIAM, WE ALSO  
6 HAVE KATHY OCHOA HAS ASKED TO SPEAK. KATHY, WANT TO JOIN US?  
7 LARK?

8

9 **LARK GALLOWAY-GILLIAM:** THANK YOU. MY NAME IS LARK GALLOWAY-  
10 GILLIAM. I'M THE DIRECTOR OF THE COMMUNITY HEALTH COUNCIL AND  
11 I'M HERE TODAY REPRESENTING THE COALITION FOR HEALTH AND  
12 JUSTICE THAT IS FORMED SPECIFICALLY TO LOOK AT THE HEALTHCARE  
13 NEEDS OF SOUTH L.A., SPA 6 AND THE FACT THAT THIS IS A  
14 WASTELAND IN OUR COMMUNITY THAT NONE OF US SHOULD CONTINUE TO  
15 TOLERATE. I HATE TO COME TO THESE MEETINGS. YOU HAVEN'T SEEN  
16 ME IN A LONG TIME BECAUSE IT IS SO TERRIBLY DISCOURAGING AND  
17 UNHEALTHY FOR ME IN TERMS OF MY BLOOD PRESSURE BUT I'M HERE  
18 TODAY BECAUSE I THINK THAT THIS IS-- IT'S TIME FOR THE BOARD  
19 TO STOP THE DISCUSSION. FOR THE FIRST TIME IN A LONG TIME,  
20 ZEV, I AGREE WITH YOU. THE DISCUSSION TODAY IS SUCH A  
21 DISTRACTION. IT IS SO DISCOURAGING AND DEBILITATING TO THE  
22 WORK THAT NEEDS TO BE DONE. YOU HAVE GOT TO-- MISS EPPS WAS  
23 QUITE ELOQUENT IN HER STATEMENT, IN HER COMMITMENT. I WANT TO  
24 HEAR THIS BOARD SAY, MR. ANTONOVICH, THAT FAILURE IS NOT AN  
25 OPTION. THERE SEEMS TO BE THIS SENSE OF FATALISM THAT THIS



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1 HOSPITAL IS NOT GOING TO PASS AND THESE ARE THINGS THAT CAN BE  
2 TURNED AROUND AND SHOULD BE TURNED AROUND. YES, IT'S GONE ON  
3 FAR TOO LONG AND THERE'S ALL KINDS OF REASONS FOR IT BUT THIS  
4 IS ABOUT THE BOARD STEPPING FORWARD AND SAYING THIS HOSPITAL  
5 IS A PART OF OUR SYSTEM, WE HAVE RESPONSIBILITY FOR THIS, WE  
6 ARE GOING TO PUT ALL THE RESOURCES TO BEAR TO TURN THIS  
7 HOSPITAL AROUND. I'M GLAD THAT YOU CONTINUED WITH NAVIGANT, I  
8 THINK THAT THAT WAS THE INTELLIGENT AND RIGHT DECISION TO MAKE  
9 BUT I KNOW THAT THAT IS NOT ALL THE RESOURCES THAT THIS  
10 HOSPITAL IS GOING TO NEED IN THE NEXT 90 DAYS. I WOULD EMPLOY  
11 TO YOU THAT WE HAVE GOT TO GIVE MISS EPPS SOME OF THE BEST AND  
12 BRIGHTEST MINDS FROM YOUR OTHER HOSPITALS, WHATEVER IT WILL  
13 TAKE. I HOPE THE UNION WILL SUPPORT YOU IN THIS AND MAKE SURE  
14 THAT THEY HAVE THE KIND OF MANAGEMENT AND SUPERVISION THAT IS  
15 NEEDED AND THAT'S WHAT THIS COMES DOWN TO. TWO ISSUES:  
16 GOVERNANCE, WHICH I THINK BY DISMANTLING THIS H.A.B. YOU ARE  
17 REALLY COMPROMISING, AND QUALITY OVERSIGHT, WHICH THIS  
18 PARTICULAR H.A.B. BROUGHT A GREAT DEAL OF RESOURCES TO THAT  
19 ISSUE. THE CONCEPT OF REPLACING ONE BOARD WITH ANOTHER IS NO  
20 MORE INAPPROPRIATE THAN CAMBIO SITTING UP HERE AND SAYING NOW  
21 LET US DO THIS. YOU HAVE EXPERTISE WHO HAVE DEDICATED THEIR  
22 TIME. I CANNOT IMAGINE THE AMOUNT OF HOURS THAT THEY HAVE PUT  
23 IN AND ARE NOT BEING PAID TO DO BUT JUST OUT OF A SHEER  
24 COMMITMENT AND THROW AWAY THE KNOWLEDGE THAT THEY'VE GAINED,  
25 THE UNDERSTANDING OF THE SYSTEMS THAT THEY HAVE GAINED AND TO



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1 TRY TO PUT SOMETHING IN PLACE, TO ME, IS JUST ABSOLUTELY  
2 LUDICROUS AND IT HAS TO MAKE ME QUESTION, WHAT ARE YOUR  
3 INTENT-- WHAT'S YOUR INTENT AND PURPOSE HERE? ARE YOU GIVING  
4 UP ON THIS HOSPITAL OR ARE YOU COMMITTED TO FIGHT TO THE END,  
5 WHICH WE ARE ALL READY TO DO. I WOULD SAY TO YOU THAT MISS  
6 EPPS HAS ALREADY SAID THAT SHE IS INTERESTED IN CONTINUING  
7 THIS. THIS CONCEPT, MR. JANSSEN, THAT IT STRUCTURALLY IS  
8 PROBLEMATIC. THIS IS NOT AN ADVISORY BOARD AND IT IS  
9 APPROPRIATE FOR THEM, GOD BLESS MISS EPPS, BUT IT IS  
10 APPROPRIATE FOR THIS BOARD TO HAVE ANOTHER SET OF EYES AND  
11 EARS BECAUSE YOU DO NOT HAVE THE TIME, THE EXPERTISE, THE  
12 EXPERIENCE TO BE ASKING THE KIND OF TECHNICAL AND MEDICAL  
13 QUESTIONS THAT THIS BOARD CAN DO AND CAN SUPPORT HER IN THAT.  
14 YOU WANT TO KNOW THAT SOMEONE HAS GOT YOUR EYES AND YOUR BACK  
15 AND I THINK YOU'RE LOSING THAT CAPACITY BY GETTING RID OF  
16 THIS. THE GOVERNANCE IS A CENTRAL ISSUE FOR C.M.S. AND JUST AS  
17 YOU MISSED THE OPPORTUNITY TO ASK, WHAT WOULD THE IMPLICATIONS  
18 BE OF CLOSING OB/GYN, YOU NEED TO BE ASKING C.M.S., WHAT ARE  
19 THE IMPLICATIONS OF REMOVING THIS GOVERNANCE BODY, THIS ARM OF  
20 YOUR GOVERNANCE AUTHORITY, BECAUSE THAT HAS NOT YET BEEN  
21 SHIFTED AWAY FROM YOU, WHAT ARE THE IMPLICATIONS TO THIS  
22 HOSPITAL'S ABILITY TO OBTAIN CERTIFICATION AND FAILURE TO DO  
23 SO WOULD BE NEGLIGENT ON YOUR PART.

24

25 **SUP. MOLINA, CHAIR:** THANK YOU.



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1

2 **LARK GALLOWAY-GILLIAM:** AND I HAVE A STATEMENT THAT I'D BE  
3 HAPPY-- I DIVERTED FROM IT A LITTLE BIT.

4

5 **SUP. MOLINA, CHAIR:** THANK YOU. MRS. OCHOA.

6

7 **KATHY OCHOA:** KATHY OCHOA ON BEHALF OF S.E.I.U. LOCAL 660. AND  
8 IT WOULD BE A BIT MUCH FOR YOU TO ASSUME THAT THE UNION WOULD  
9 GO QUIETLY ON THIS ISSUE. I THINK WHAT WE HAVE HERE IS A BIT  
10 OF THE TAIL WAGGING THE DOG HERE. WE HAVE BEEN VERY CONCERNED  
11 SINCE TOM GARTHWAITE'S PROPOSAL CAME FORWARD TO ELIMINATE,  
12 RESTRUCTURE THE H.A.B., PARTICULARLY BECAUSE OF LABOR,  
13 COMMUNITY AND OTHER INVOLVEMENT THAT WE WERE BEING SINGLED OUT  
14 AS BEING AN OBSTRUCTION TO HIS-- WELL, IT WAS KIND OF CLEAR WE  
15 DID OPPOSE HIS POSITION TO CLOSE THE SERVICES AT KING/DREW  
16 MEDICAL CENTER AND JUST FELT THAT ELIMINATING THE H.A.B. TO  
17 SORT OF GET RID OF THE PROBLEM IS THROWING OUT THE BABY WITH  
18 THE BATHWATER HERE. I THINK IT'S IMPORTANT TO BE CLEAR ON WHAT  
19 IT IS THIS BOARD IS GOING TO VOTE ON. WHEN MR. JANSSEN SAYS WE  
20 SHOULD CONTINUE THE QUALITY COMMITTEE, AND IF THIS ISN'T ABOUT  
21 LABOR PARTICIPATION, AS I'VE BEEN ASSURED BY BOTH MR. JANSSEN  
22 AND SUPERVISOR YAROSLAVSKY, AM I TO ASSUME THAT LABOR WILL  
23 CONTINUE TO HAVE ITS SEAT ON THE QUALITY COMMITTEE THAT WILL  
24 CONTINUE UNDER YOUR PROPOSAL?

25



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1   **C.A.O. JANSSEN:** I DON'T-- I THINK THE MEMBERSHIP OF THE  
2   QUALITY COMMITTEE AND, IN RESPONSE TO A QUESTION THAT I  
3   PRESUMED SUPERVISOR BURKE IS GOING TO ASK, I HAVE TALKED TO  
4   DR. FLORES AND DR. GARTHWAITE AND TO YOU AND TO JIM LOTT ABOUT  
5   THE DEPARTMENT AND/OR BOTH ANTOINETTE HAVING THEIR OWN  
6   ADVISORY COMMITTEE AND I THINK THAT'S WHERE THAT QUESTION  
7   NEEDS TO BE ANSWERED AND I HAVE ASSURED YOU, AND THERE SEEMS  
8   TO BE A LITTLE BIT OF DEFENSIVENESS, I GUESS, I'M HEARING AND  
9   IT'S UNDERSTANDABLE.

10

11   **KATHY OCHOA:** I JUST WANT AN AFFIRMATIVE STATEMENT.

12

13   **C.A.O. JANSSEN:** IT DOESN'T-- WELL, BUT-- THE RECOMMENDATION  
14   HAS NOTHING TO DO WITH THE UNION, IT HAS NOTHING TO DO WITH  
15   THE H.A.B. RECOMMENDATIONS ON THE HOSPITAL. HAS NOTHING TO DO  
16   WITH THAT. THAT IS NOT THE ISSUE FOR ME, ANYWAY, IN MAKING  
17   THAT RECOMMENDATION. THOSE ARE SIDE ISSUES. IT HAD TO DO WITH  
18   THE STRUCTURE OF THE ORGANIZATION, THE WAY WE STARTED, THE  
19   DIFFERENCE BETWEEN AN AUTHORITY AND AN ADVISORY BOARD AND THE  
20   CONFUSION THAT'S BEEN GOING ON. AND WE DID TALK TO C.M.S.  
21   ABOUT THIS. IT WOULD FOOLISH TO MAKE THIS RECOMMENDATION IF WE  
22   BELIEVED IT WAS GOING TO HURT THE GOVERNANCE AND, FINALLY,  
23   WE'RE NOT ESTABLISHING ANOTHER BODY. WE'RE SIMPLY USING THE  
24   SAME GOVERNANCE STRUCTURE THAT'S IN PLACE AT THE MED CENTER,  
25   AT HARBOR, AT RANCHO AND OLIVE VIEW THAT HAS MET THE TEST WITH



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1 J.C.A.H.O. AND C.M.S. SO WE'RE NOT ESTABLISHING YET ANOTHER  
2 BODY BUT THE ADVISORY COMMITTEE IS SOMETHING FOR DR.  
3 GARTHWAITE AND MISS EPPS TO TALK ABOUT.

4

5 **LARK GALLOWAY-GILLIAM:** BUT THAT ADVISORY STRUCTURE HASN'T  
6 SERVED YOU WELL, KING DREW, HERETOFORE, IS THAT CORRECT?

7

8 **C.A.O. JANSSEN:** I THINK THE ISSUES RELATED TO-- STARTING FROM  
9 THE VERY BEGINNING, AS INDICATED, WE STARTED CONFUSED AND WE  
10 ENDED UP THERE AND WE JUST NEED TO FOCUS ON THE HOSPITAL. WE  
11 CAN TALK ABOUT AN AUTHORITY IN THE SPRING. THAT ISSUE'S BEEN  
12 AROUND A VERY LONG TIME AND IT'S UNRESOLVED.

13

14 **KATHY OCHOA:** WELL, I WOULD JUST LIKE TO REITERATE S.E.I.U.  
15 LOCAL 660'S COMMITMENT TO DO EVERYTHING THAT WE CAN TO PASS  
16 C.M.S. INSPECTION, TO REGAIN J.C.A.H.O. RE-ACCREDITATION, TO  
17 SECURE ADDITIONAL FUNDING ABOVE AND BEYOND THAT WHICH WE  
18 SECURED UNDER THE 1115 WAIVER. AND JUST SO THAT SUPERVISOR  
19 YAROSLAVSKY CAN HAVE AN ANSWER TO THIS QUESTION ABOUT WHETHER  
20 OR NOT THE H.A.B. ASKED TOM GARTHWAITE ABOUT THE FISCAL  
21 IMPLICATIONS, I CAN SAY THAT THERE WERE SEVERAL-- I WAS AMONG  
22 THEM SO I CAN SPEAK FOR MYSELF BUT, DURING THE NEGOTIATIONS OF  
23 THE WAIVER, I DID RAISE, ON SEVERAL OCCASIONS, HOW TALKING  
24 ABOUT A DIMINISHED SYSTEM WAS NOT IN THE BEST-- I WAS HEARING  
25 ONE THING FROM COUNTY LEGISLATIVE STAFF ABOUT WHAT THE



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1 STRATEGIC APPROACH FOR NEGOTIATING THE WAIVER WOULD BE AND THE  
2 DEPARTMENT'S PERSPECTIVE DID NOT SEEM TO BE IN SYNC AND WE  
3 WERE ALL TRYING TO THE ON THE SAME PAGE AND SO I DID ENCOURAGE  
4 DR. GARTHWAITE TO CONSIDER THOSE IMPLICATIONS AND TO ACTUALLY  
5 JUST TO SORT OF DEFER A DECISION TO ELIMINATE SERVICES THAT  
6 ARE DRIVEN BY MEDI-CAL DAYS WHICH DRIVES DSH FUNDING. YOU  
7 KNOW, IT COULDN'T BE HELPFUL DURING THE CONTEXT THAT WE WERE  
8 FACING AND, AFTER THE WAIVER WAS ADOPTED AND IN THE PERIOD  
9 AFTER THE WAIVER WAS ADOPTED AND BEFORE WE FIGURE OUT WHAT THE  
10 C.P.E.S LOOK LIKE, THERE IS A QUESTION ABOUT THE IMPACT ON--  
11 OF WHEN YOU PULL OUT MEDICAID DAYS WHAT THE IMPACT WILL BE ON  
12 DSH FUNDING OR ANY OF THE OTHER NEW SOURCES OF FUNDING. SO WE  
13 DID RAISE THAT QUESTION IN A MEANINGFUL WAY. WE DIDN'T COME  
14 RUNNING TO YOU, WE RAISED IT TO THE DIRECTOR WHO, YOU KNOW,  
15 WAS THE PRINCIPAL THERE, AND I THINK THAT WE DID ALL WE COULD  
16 TO RAISE OBJECTIVE QUESTIONS ABOUT WHETHER OR NOT THIS  
17 PARTICULAR DECISION AT THIS PARTICULAR TIME WAS IN THE  
18 COUNTY'S BEST INTERESTS. THAT WAS OUR GOAL.

19

20 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. MR. KNABE.

21

22 **SUP. KNABE:** MADAM CHAIR, I JUST RESPOND MAYBE TO LARK. I THINK  
23 MY MOTION AND THE UNANIMOUS SUPPORT OF THIS BOARD ADDRESSED  
24 OUR COMMITMENT TO SAVING THE HOSPITAL AND I THINK WE MADE IT  
25 VERY CLEAR WHO WE'RE PUTTING IN, YOU KNOW, MAKING MISS EPPS





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1 THE PROJECT DIRECTOR AND, YOU KNOW, LINING UP SUPPORT THAT  
2 WAY. AS IT RELATES TO THE H.A.B., I THINK THERE WAS SOME  
3 CONFUSION ABOUT, AT LEAST FROM MY PERSPECTIVE, YOU KNOW, WHAT  
4 I SUPPORT OR WHAT I DIDN'T SUPPORT. THE H.A.B.S THAT YOU-- OR  
5 THE ADVISORY BOARDS OR COMMUNITY BOARDS THAT WE HAVE AT THE  
6 OTHER HOSPITALS ARE CONFIGURED SOMEWHAT DIFFERENTLY IN THE  
7 FACT THAT THE C.E.O. CONFIGURES THAT. I MEAN, THAT'S WHAT WE  
8 USED OUT AT RANCHO, KATHY, AND IT'S WORKED VERY, VERY WELL AND  
9 ANTOINETTE'S MADE IT VERY CLEAR THAT SHE HAS NO PROBLEM WITH  
10 AN ADVISORY BOARD. AND IF SHE WANTS TO CREATE SOMETHING, HER  
11 OTHER EYES AND EARS, I THINK THAT WOULD BE APPROPRIATE. THAT  
12 WAY, SHE HAS SOME SAY IN THE CONFIGURATION, THE COMMUNITY HAS  
13 INPUT AS WELL TO HER, I MEAN, BUT THAT WOULD BE HER DECISION.  
14 AND I JUST THINK WE JUST GOT OFF ON THE WRONG FOOT. A LOT OF  
15 US FELT, YOU KNOW, WE WERE GOING TO GET SOMETHING ELSE AND WE  
16 DIDN'T COMMUNICATE AND DR. GARTHWAITE, I DON'T THINK, USED YOU  
17 AS WELL AS HE COULD AND YOU DIDN'T USE HIM AND SO WE GOT  
18 CAUGHT IN BETWEEN ALL THAT AND IT WAS A SWINGING DOOR BUT, YOU  
19 KNOW, FROM THE STANDPOINT OF COMMUNITY ADVISORY BOARDS, WE'VE  
20 BEEN VERY SUCCESSFUL IN OTHER ARENAS IN PUTTING THAT TOGETHER  
21 BUT UNDER THE DIRECTION OF THE C.E.O. OF THE HOSPITAL.

22

23 **KATHY OCHOA:** WELL, WE LOOK FORWARD TO WORKING WITH MISS EPPS  
24 AND WE'VE MADE A COMMITMENT TO HER TO DO EVERYTHING IN OUR



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1 POWER TO MAKE HER SUCCESSFUL AS SHE BEGINS THIS ENDEAVOR WITH  
2 THE COUNTY.

3

4 **LARK GALLOWAY-GILLIAM:** AND I GUESS, YOU KNOW, I JUST LOVE TO  
5 HEAR YOU SAY THAT THIS HOSPITAL HAS A FIGHTING CHANCE.

6

7 **SUP. KNABE:** I BELIEVE THAT.

8

9 **DR. HECTOR FLORES:** THANK YOU VERY MUCH AND I HOPE THAT,  
10 THROUGH OUR WORK AND OUR COMMENTS TO MS. YAROSLAVSKY, YOU'RE  
11 NOT BELIEVE-- WE'RE NOT THE HOUSE OF THE LORDS BUT WE'RE THE  
12 HOUSE OF COMMON SENSE AND WE WILL CONTINUE TO WORK TOGETHER.  
13 THANK YOU.

14

15 **SUP. YAROSLAVSKY:** NOTHING WRONG WITH A HOUSE OF LORDS.

16

17 **KATHY OCHOA:** ONE'S ENOUGH.

18

19 **SUP. YAROSLAVSKY:** COMES WITH A NICE BIG CANE. MADAM CHAIR,  
20 BEFORE THEY LEAVE, I DO-- ESPECIALLY ADDRESS TO LARK, NOT ONLY  
21 BECAUSE OF MR. KNABE'S MOTION AND THE COUNTLESS OF OTHER  
22 MOTIONS THAT WE'VE HAD HERE, I THINK THE BOARD, IT SHOULD BE  
23 CLEAR AND MAYBE IT'S JUST ONE OF THOSE THINGS THAT YOU CAN'T  
24 MAKE CLEAR, THIS BOARD HAS MADE A HUGE COMMITMENT TO SAVING  
25 THIS HOSPITAL. THE LAST THING ANY MEMBER OF THIS BOARD WANTS



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1 TO DO IS TO LOSE IT. WE'VE MADE A COMMITMENT IN DOLLARS, WE'VE  
2 MADE A POLITICAL COMMITMENT, WE'VE PAID A POLITICAL PRICE OR  
3 PRICES FOR IT, WE'VE MADE SOME VERY TOUGH DECISIONS, DECISIONS  
4 WHICH I DARESAY MOST POLITICIANS WOULD NOT MAKE UNDER  
5 TREMENDOUS PRESSURE FROM MANY QUARTERS, INCLUDING YOUR OWN, IN  
6 THE HOPES THAT WE COULD SAVE IT. AND I DO BELIEVE YOU CAN SAVE  
7 IT. I BELIEVE THAT, IF THE UKRAINE CAN, IN 30 DAYS GO FROM A  
8 CORRUPT ELECTION TO A HONEST ELECTION, WE CAN FIX THIS  
9 HOSPITAL. I'VE ALWAYS BELIEVED THAT. I STILL BELIEVE IT. BUT  
10 IT'S NOT GOING TO HAPPEN BY BEING RETICENT TO MAKE DIFFICULT  
11 DECISIONS AND I'M NOT SPEAKING TO ANY SPECIFIC ONE. WE'LL  
12 DISAGREE ON SPECIFIC DECISIONS. BUT SACRED COWS HAVE GOT TO GO  
13 IF THE-- IF THE RETURN IS AN IMPROVED HOSPITAL, ONE THAT NOT  
14 ONLY MEETS MINIMAL STANDARDS, THAT'S NOT ENOUGH FOR ME. I'VE  
15 SAID, FROM THE DAY I GOT HERE, THERE IS NO REASON WHY ANY  
16 PATIENT IN ANY OF OUR HOSPITALS, INCLUDING COUNTY U.S.C. AND  
17 OLIVE VIEW AND HARBOR, KING, ALL OF OUR HOSPITALS, THAT WE  
18 OUGHT TO STRIVE TO GIVE THEM THE SAME QUALITY OF CARE THAT  
19 THEY GET AT ST. JOHN'S AND AT U.C.L.A. OR AT WHITE MEMORIAL.  
20 WE SHOULDN'T BE SATISFIED TO GIVE THEM JUST WHAT BARELY  
21 PASSES. MY KIDS WERE NEVER COUNSELED TO COME HOME WITH A  
22 PASSING GRADE, THEY WERE COUNSELED TO STRIVE TO GET THE BEST  
23 GRADE THEY COULD POSSIBLY GET AND THAT'S WHAT I THINK EVERY  
24 ONE OF OUR INSTITUTIONS OUGHT TO DO AND I DON'T THINK IT'S  
25 IMPOSSIBLE TO DO. OUR PROBLEM IS AND HAS BEEN IS THAT WE'RE ON



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1 A TREADMILL AND THE QUESTION IS WHETHER WE'RE MOVING FASTER  
2 THAN THE TREAD UNDER OUR HEELS OR WHETHER WE'RE MOVING SLOWER  
3 AND WE'RE JUST GOING TO FALL OFF THE PRECIPICE. AND WHAT  
4 BOTHERED ME, NOT ABOUT THE H.A.B. BUT ABOUT-- JUST FROM-- JUST  
5 GENERALLY FROM THE ADVOCATES COMMUNITY, AND I KNOW YOU WILL  
6 DISPUTE IT AND I ACCEPT THE DISPUTE AHEAD OF TIME, BUT I  
7 BELIEVE THAT ALL FIVE OF US, EVEN THOUGH WE'VE DISAGREED ON  
8 SOME THINGS PRETTY VEHEMENTLY, ALL FIVE OF US HAVE A SENSE OF  
9 URGENCY, WITH A CAPITAL "U", ABOUT WHAT'S AT STAKE HERE FOR  
10 THIS HOSPITAL. AND I'M SURE YOU FEEL THE SAME WAY. YOU MAY  
11 JUST COME AT IT FROM A DIFFERENT POINT OF VIEW. AT THE END OF  
12 THE DAY, IT'S THE FIVE OF US WHO WILL BE JUDGED, NOT YOU, NOT  
13 HECTOR, NOT KATHY, IT WILL BE THE FIVE OF US, SO WE'RE IN A  
14 RACE AGAINST TIME. WE'VE BEEN GIVEN MORE TIME THAN THIS  
15 HOSPITAL WOULD HAVE BEEN GIVEN IF IT WAS ANY PLACE ELSE AND  
16 PROBABLY MORE TIME THAN C.M.S. HAS EVER GIVEN ANY OTHER  
17 HOSPITAL UNDER THE CIRCUMSTANCES, I THINK YOU ALL KNOW THAT.  
18 SO ALL OF THE DIFFERENT THINGS, ALL THE CONTROVERSIAL THINGS  
19 WE'VE DONE HAVE NOT BEEN OUT OF CALLOUSNESS OR OUT OF  
20 ARROGANCE OR OUT OF ANYTHING BUT A DESIRE TO MOVE AS FAST AS  
21 WE CAN TO A SITUATION WHERE THE HOSPITAL COULD RESURFACE ABOVE  
22 WATER AND GET SOME AIR, CATCH SOME AIR SO THAT IT COULD THEN  
23 MOVE FORWARD. AND WE'RE STILL IN THAT SITUATION AS WE SPEAK  
24 TODAY. MISS EPPS, WHEN SHE MET WITH US, WHEN SHE CAME HERE,  
25 WHAT, ABOUT A MONTH OR SIX WEEKS AGO, WHEN SHE WAS FIRST BEING



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1 CONSIDERED BY DR. GARTHWAITE, MY IMPRESSION OF HER IN AN HOUR  
2 THAT I MET WITH HER, MY HOPE IS THAT SHE'S THE REAL DEAL AND  
3 SHE'S CANDID AND SHE'S NOT AFRAID TO GIVE US AND YOU SAW IT  
4 TODAY AND I SAW IT THAT DAY IN MY OFFICE, NOT AFRAID TO GIVE  
5 US HER BEST ADVICE. I'M FREE TO DISAGREE WITH IT, I'M FREE TO  
6 AGREE WITH IT BUT I'M GETTING HER BEST ADVICE AND SHE'S NOT  
7 INTIMIDATED ABOUT IT. THAT'S THE FIRST I'VE SEEN THAT AROUND  
8 HERE IN A LONG TIME AND I HOPE THAT SHE IS THE REAL DEAL  
9 BECAUSE ALL LEADERSHIP STARTS FROM THE TOP AND I'M PLEASED  
10 WITH THE ANNOUNCEMENT THAT THE C.O.O. IS NOW BEEN SIGNED AND  
11 SHE'S DOING BETTER THAN FRANK MCCORD'S DOING RIGHT NOW, SO I  
12 THINK WE HAVE A BETTER CHANCE THAN THE DODGERS, BUT-- THAT'S A  
13 JOKE. I DON'T WANT FRANK MCCORD TO CALL. BUT THAT'S-- WE'RE  
14 ALL IN THIS TOGETHER AND NOBODY WANTS TO SEE THIS HOSPITAL  
15 CLOSE AND EVEN THOSE WHO TALKED ABOUT, INCLUDING MYSELF, ABOUT  
16 CONTRACTING IT OUT, IT'S AN OPTION THAT HAS TO BE ALIVE  
17 BECAUSE, AT THE END OF THE DAY, IF WE-- IF WE CAN'T TURN IT  
18 AROUND, IF, FOR SOME REASON, WE CAN'T TURN IT AROUND, THEN THE  
19 ONLY-- AND THE ONLY CHOICE LEFT TO US IS A CONTRACTING OUT  
20 OPTION OR CLOSURE, THEN CONTRACTING OUT IS OBVIOUSLY A  
21 SUPERIOR OPTION. NOW, KEEPING IT UNDER OUR MANAGEMENT, IF OUR  
22 MANAGEMENT CAN MEET STANDARDS THAT WE ALL WANT IT TO MEET, IS  
23 EVEN PREFERABLE TO CONTRACTING IT OUT, WITHOUT A DOUBT. SO  
24 THIS RECOMMENDATION BY MR. JANSSEN I THINK IS A SHORT-TERM  
25 GOOD ONE. IT ELIMINATES YET ANOTHER DISTRACTION AND IT ALLOWS



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1 EVERYBODY TO FOCUS AS MUCH OF THEIR ATTENTION AS POSSIBLE ON  
2 THE GOAL OF GETTING RE-ACCREDITED BY J.C.A.H.O. AND PASSING  
3 THE C.M.S. MUSTER THAT IS SO CRITICAL TO US. I HOPE IT'S-- AND  
4 I ALSO WANT TO THANK THE-- I MEAN, I'VE KNOWN HECTOR, I'VE  
5 KNOWN HIM FOR LONGER THAN YOU'VE BEEN ON THE H.A.B. AND I  
6 BELIEVE THAT YOUR ROLE IN THE QUALITY ASSURANCE PIECE OF THIS  
7 IN THE SHORT-TERM IS GOING TO BE CRITICAL AND I SUSPECT THAT,  
8 WHEN WE GET BEYOND KING, AND WE START LOOKING AT OUR SYSTEM AS  
9 A WHOLE, WHICH WE NEED TO DO AT SOME POINT, THAT YOU AND THE  
10 OTHERS WHO HAVE BEEN ON THE BOARD AND PEOPLE LIKE YOU AND THE  
11 OTHERS WHO HAVE BEEN ON THIS H.A.B. I THINK HAVE A MUCH  
12 BROADER ROLE TO PLAY AND IT WOULD BE MORE APPROPRIATE TO PLAY  
13 THAT BROADER ROLE IN A SYSTEM-WIDE, DEPARTMENT-WIDE CONTEXT  
14 THAN WHAT WE'VE HAD. SO I THANK YOU AND I HOPE WE GO FORWARD  
15 WITH THAT KIND OF A PARTNERSHIP AND I'M GLAD YOU AGREE WITH ME  
16 FOR THE FIRST TIME IN A LONG TIME. I DIDN'T KNOW IT WAS THAT  
17 LONG.

18

19 **LARK GALLOWAY-GILLIAM:** IT'S BEEN A LONG TIME. I MISS RON. LET  
20 ME JUST RESPOND BACK BY SAYING ONE THING. I MEAN, HECTOR IS  
21 NOT-- AND THE PEOPLE HE REPRESENTS ARE NOT ADVOCATES. THAT'S  
22 NOT THEIR EXPERTISE AND I TAKE ON THE BIG LETTER "A" WITH  
23 GREAT PRIDE. I'M ALSO A LIBERAL AND A DEMOCRAT. AND I THINK  
24 THAT'S A PRETTY GOOD THING, TOO, SO I'M NOT ASHAMED OF THAT.  
25 AND I'M SORRY TO PUT IT INTO A CONTEXT WHY WE DON'T CARE ABOUT



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1 QUALITY BECAUSE SUPERVISOR, I CAN'T TELL YOU, I HAVE SPENT THE  
2 LAST-- DR. CHERNOF KNOWS BECAUSE I TORTURED HIM WHEN HE WAS AT  
3 HEALTH NET ABOUT REPORTING ON QUALITY OF CARE FOR H.M.O.S. I'M  
4 FIGHTING TODAY TO HAVE THE SAME KIND OF REPORTING FOR  
5 HOSPITALS. 5 YEARS AGO, I WROTE THE DIRECTOR AND THIS BOARD  
6 ABOUT HAVING QUALITY OVERSIGHT ON ALL OF YOUR HOSPITALS AND  
7 HAVING SOME SYSTEM OF ACCOUNTABILITY FOR THAT. SO WE ARE  
8 COMMITTED TO THAT, AND I THINK OUR GOALS ARE THE SAME. I THINK  
9 IT'S THE SPIRIT BY WHICH WE COME AT IT IS PERHAPS A LITTLE BIT  
10 DIFFERENT BUT OUR GOALS ARE THE SAME. AND WHAT I WOULD HAVE  
11 LIKED TO HAVE SEEN IN MR. JANSSEN'S RECOMMENDATION IS THAT  
12 THIS NEW HOSPITAL BOARD SOMEHOW INCORPORATES THE LEADERSHIP  
13 AND THE EXPERTISE OF THIS EXISTING H.A.B. I DON'T THINK THAT  
14 THIS H.A.B. WAS PRETENDING TO BE THE OVERALL INDEPENDENT  
15 GOVERNING STRUCTURE THAT I HOPE SOME DAY WE WILL QUITE FRANKLY  
16 WE WILL HAVE BECAUSE I THINK THAT'S WHAT'S NEEDED TO RUN  
17 HOSPITALS. I THINK THAT THEY WERE WHAT THEY WERE SUPPOSED TO  
18 BE, THE EYES AND EARS, THE EXPERTISE, I LISTENED TO THEM  
19 DELIBERATE ABOUT THESE ISSUES AND THEY KNOW THEIR STUFF AND SO  
20 SOMEHOW THAT HAS GOT TO BE PRESERVED AND THAT'S WHAT WE WERE  
21 ARGUING FOR. BUT WE'RE ALL ON THE SAME PAGE AND I AGREE WITH  
22 YOU. WHATEVER IT TAKES, THIS HOSPITAL HAS GOT TO STAY OPEN  
23 BECAUSE THERE'S NOWHERE ELSE AND THERE'S NO ONE ELSE WHO IS  
24 GOING TO TAKE CARE OF THIS POPULATION, IF NOT THE FIVE OF YOU  
25 SITTING IN THIS ROOM AND THE TRUTH OF THE MATTER IS, IT IS AND





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1 I WILL PRAY THAT IT IS NOT YOUR LEGACY THAT THIS HOSPITAL  
2 CLOSES.

3

4 **SUP. MOLINA, CHAIR:** ALL RIGHT.

5

6 **SUP. BURKE:** MAY I JUST...

7

8 **SUP. MOLINA, CHAIR:** YES, MS. BURKE.

9

10 **SUP. BURKE:** I THINK THERE'S SOME THINGS THAT HAVE TO BE SAID  
11 ABOUT THE WHOLE ISSUE IN TERMS OF THE H.A.B. THERE IS NO-- WE  
12 CAN'T HIDE IT, THAT THERE CAME TO BE A JUNCTURE WHERE THERE  
13 WAS A DISAGREEMENT BETWEEN DR. GARTHWAITE AND THE H.A.B. IN  
14 RELATIONSHIP TO THE COMPOSITION OF THE H.A.B. AND THAT WOULD,  
15 UNDER ORDINARY CIRCUMSTANCES, HAVE BEEN OKAY. THIS BOARD SPENT  
16 HOUR AFTER HOUR AFTER HOUR DEBATING WHETHER OR NOT IT WOULD BE  
17 10 MEMBERS OR WHETHER OR NOT IT WOULD BE 12 MEMBERS, HOW MANY  
18 MEMBERS WOULD BE COMMUNITY MEMBERS, BACK AND FORTH, WHAT WOULD  
19 BE THE ROLE OF THE H.A.B., WHETHER OR NOT THE-- WHO SHOULD BE  
20 RESPONSIBLE FOR IT, WHICH ALL OF THAT WOULD BE VERY POSITIVE  
21 DEBATE IF YOU WEREN'T UNDER A CRISIS. AND WHAT HAPPENED IS  
22 THAT ACTUALLY THE H.A.B. BECAME A REAL DISTRACTION WHERE WE  
23 DIDN'T REALLY SEE HOW IT WAS GOING TO BE CONCLUDED AND WHERE  
24 EVERYBODY COULD WORK TOGETHER, AND IT WAS NOT RESOLVED. IT  
25 WENT ON AND EVERY WEEK IT WAS ON THE AGENDA AND EVERY WEEK IT



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1 WAS DEBATED BACK AND FORTH. SO WE COME TO THIS POINT, I THINK,  
2 JUST KIND OF PUTTING IT OFF, THIS WHOLE DEBATE, RATHER THAN  
3 HAVING IT ON THE AGENDA EVERY WEEK UNTIL WE CAN SOLVE SOME  
4 REAL PROBLEMS AS IT RELATES TO J.C.A.H.O. AND C.M.S. AND ALSO  
5 GET SOME OF THE PEOPLE BACK TO DISCUSSING SOMETHING ELSE OTHER  
6 THAN THINGS LIKE HOW THE BYLAWS SHOULD READ. WE WANT TO GET  
7 THE PEOPLE WHO ARE INVOLVED, INVOLVED IN SUBSTANTIVE ISSUES  
8 AND THEN, AFTER THOSE SUBSTANTIVE ISSUES HOPEFULLY HAVE COME  
9 TO A FAVORABLE CONCLUSION, THEN WE CAN GET INTO HOW WE'RE  
10 GOING TO HAVE ALL OF THIS AND WHETHER THERE'S GOING TO BE ONE  
11 MEMBER HERE OR TWO MEMBERS THERE, WHO IS GOING TO REPORT TO  
12 THIS PERSON. WHAT YOU'RE GOING TO HAVE ON THIS LINE OF THE  
13 BYLAWS. WE CAN'T DO THAT NOW. WE DO NOT NEED THAT KIND OF  
14 DISTRACTION. WHAT WE NEED TO DO IS TO HAVE SOMETHING WHERE WE  
15 CAN TAKE ADVANTAGE OF THE PEOPLE WHO ARE THERE AND ASK FOR  
16 THEM TO STAY WITH US, TO WORK WITH US, TO TRY TO SOLVE OUR  
17 PROBLEMS AND THEN, IF WE SOLVE OUR PROBLEMS, WHICH I BELIEVE  
18 WE ARE, YOU KNOW, I'M THE ETERNAL OPTIMIST, I BELIEVE WE'RE  
19 GOING TO SOLVE THEM AND, AT THAT POINT, WE'RE GOING TO HAVE TO  
20 LOOK AT SOME VERY SERIOUS GOVERNANCE ISSUES. WE'RE GOING TO  
21 HAVE TO LOOK AT THE DETAILS IN TERMS OF HOW THIS ADVISORY  
22 BOARD WORKS, WHETHER OR NOT IT SHOULD BE ONE ADVISORY BOARD,  
23 TWO ADVISORY BOARDS, THREE ADVISORY BOARDS, EACH WITH  
24 DIFFERENT ROLES, HOW IT SHOULD BE RELATED IN TERMS OF WHAT THE  
25 ULTIMATE RECOMMENDATION OF NAVIGANT WAS, WHICH WAS A PUBLIC



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1 AUTHORITY. BUT THOSE ISSUES, WE DON'T NEED TO SPEND OUR TIME  
2 ON THEM EVERY WEEK HERE AS WE WERE. WE NEED TO-- YOU KNOW, I  
3 HOPE THAT WE CAN JUST LET PEOPLE DO THEIR WORK. I AGREE WITH  
4 YOU, MR. YAROSLAVSKY, THE TIME HAS COME FOR US TO STOP  
5 SPENDING ALL AFTERNOON DEBATING, HARASSING PEOPLE, TELLING  
6 THEM HOW THEY AREN'T DOING THEIR JOB AND LET THEM DO THEIR  
7 JOB, DIVIDE UP THE RESPONSIBILITIES, LET DR. GARTHWAITE, IF  
8 THAT'S WHAT HE WANTS TO DO WORK ON OR IF THAT'S WHAT WE'RE  
9 DIRECTING HIM TO DO, TO WORK ON SOME THINGS. LET THE C.A.O.  
10 WORK ON WHETHER OR NOT THERE HAS TO BE A CONTRACTING OUT,  
11 NEGOTIATING WITH ALL OF THOSE PEOPLE. LET THE C.A.O. DO THAT.  
12 LET DR. GARTHWAITE DO HIS JOB AND TRY AND SOLVE SOME OF THESE  
13 PROBLEMS. SO I THINK THAT, YOU KNOW, I AM VERY SUPPORTIVE OF  
14 THE HOSPITAL ADVISORY, I AM VERY APPRECIATIVE OF THE PEOPLE  
15 BUT I DON'T THINK WE SHOULD SPEND EVERY WEEK FIGHTING OVER IT  
16 FOR THE NEXT TWO MONTHS.

17

18 **SUP. ANTONOVICH:** IF PEOPLE WERE DOING THEIR JOB, WE WOULDN'T  
19 HAVE THE PROBLEM WITH THE LOSS OF ACCREDITATION OR THE LOSS OF  
20 C.M.S., WHICH IS \$200 MILLION. NOBODY IS TALKING ABOUT CLOSING  
21 THE HOSPITAL. WHAT WE'RE TALKING ABOUT IS CHANGING THE CULTURE  
22 OF THE HOSPITAL, EITHER THROUGH AN OUTSOURCE OR INTERNAL  
23 CHANGE. THAT'S WHAT WE'RE TALKING ABOUT.

24



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1   **SUP. BURKE:** ALL I'M SAYING IS TO LET CERTAIN PEOPLE DO WORK ON  
2   THAT. YOU KNOW, LET MR. JANSSEN WORK ON THAT, BUT LET DR.  
3   GARTHWAITE WORK ON THOSE THINGS THAT HE'S EQUIPPED TO DO,  
4   WHICH IS TO DIRECT THOSE HOSPITAL ISSUES. THAT'S ALL I'M  
5   SUGGESTING AND I GO ALONG WITH YOUR-- WHOEVER IT WAS  
6   RECOMMENDED THAT, THAT WE HAVE A DIVISION OF AUTHORITY HERE,  
7   BECAUSE PART OF IT IS A BUSINESS DECISION AND PART OF IT IS A  
8   QUALITY OF HEALTHCARE AND MEETING REGULATIONS AND MEETING  
9   REGULATORS' REQUIREMENTS. SO I JUST THINK THAT WE NEED TO MOVE  
10   ON AND STOP SPENDING ALL OF OUR TIME HASHING OVER THE SAME  
11   THINGS EVERY WEEK.

12

13   **SUP. MOLINA, CHAIR:** ALL RIGHT. WE HAVE BEFORE US A MOTION BY  
14   MR. YAROSLAVSKY TO MOVE THE RECOMMENDATION OF THE C.A.O. I  
15   DON'T KNOW IF ANYONE ELSE-- IS THERE ANY OBJECTION OTHER THAN  
16   MYSELF?

17

18   **SUP. BURKE:** WELL, I HAVE-- I WOULD LIKE TO-- I'D LIKE TO PUT  
19   IT INTO A MOTION THAT WE, FIRST OF ALL, CLARIFY AND WE WOULD  
20   HAVE A REPORT BACK ON EXACTLY WHAT THE ROLE WILL BE OF THE  
21   QUALITY OVERSIGHT COMMITTEE AND SO WE KNOW EXACTLY WHO...

22

23   **SUP. KNABE:** POLICY-- I THOUGHT IT WAS MEDICAL QUALITY?

24



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1   **SUP. BURKE:** MEDICAL QUALITY, RIGHT. THE MEDICAL-- I'M SORRY.

2   QUALITY-- YEAH, IT'S QUALITY-- QUALITY OVERSIGHT.

3

4   **SUP. KNABE:** QUALITY IS A LITTLE BIT-- TAD DIFFERENT THAN

5   POLICY.

6

7   **SUP. BURKE:** I THINK THE EXACT-- WHAT IS THE EXACT NAME OF THAT

8   COMMITTEE?

9

10   **SUP. KNABE:** QUALITY ASSURANCE OVERSIGHT.

11

12   **SUP. BURKE:** QUALITY ASSURANCE OVERSIGHT. I LEFT OUT A WORD.

13   OKAY. QUALITY ASSURANCE-- I LEFT OUT A WORD. QUALITY ASSURANCE

14   OVERSIGHT.

15

16   **SUP. MOLINA, CHAIR:** ALL RIGHT. WHATEVER IT IS, COULD YOU NAME

17   IT? SAY YOUR MOTION.

18

19   **SUP. BURKE:** MY MOTION IS THAT HE REPORT BACK ON HOW THAT WOULD

20   BE-- HOW THEY WOULD RELATE AND WHO WOULD APPOINT THEM AND

21   THAT, SECONDLY, THE ISSUES THAT RELATE TO CONTRACTING OUT BE

22   ASSIGNED TO MR. JANSSEN AND...

23

24   **SUP. ANTONOVICH:** BUT HE'S ALREADY DOING THAT. THAT'S ALREADY

25   BEING DONE.



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1

2 **SUP. KNABE:** THEY'RE ALREADY APPOINTED.

3

4 **SUP. BURKE:** ALL RIGHT, BUT DR. GARTHWAITE IS SPENDING  
5 CONSIDERABLE TIME INVOLVED IN THOSE ISSUES.

6

7 **SUP. KNABE:** WHO HAS? I DON'T THINK ANYBODY IS SPENDING TIME ON  
8 IT...

9

10 **SUP. MOLINA, CHAIR:** ALL RIGHT. LET'S-- MS. BURKE, GO AHEAD  
11 WITH YOUR MOTION, PLEASE.

12

13 **SUP. BURKE:** I CONCLUDED.

14

15 **SUP. MOLINA, CHAIR:** LET'S NOT INTERRUPT HER. IS THAT AN  
16 ACCEPTABLE MOTION?

17

18 **SUP. KNABE:** EXCEPT THAT, I MEAN, THE PEOPLE ON THE OVERSIGHT  
19 ARE ALREADY-- HE'S RECOMMENDING THEY USE THE SAME PEOPLE THAT  
20 ARE ALREADY THROUGH H.A.B.

21

22 **SUP. BURKE:** NO, HE DIDN'T SAY THAT.

23

24 **SUP. KNABE:** YEAH, THAT'S THE RECOMMENDATION. RIGHT, DAVID?

25



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1     **SUP. BURKE:** NO.

2

3     **C.A.O. JANSSEN:** I DIDN'T-- YOU COULD INTERPRET IT EITHER WAY.  
4     I SAID I'M NOT-- THE MEMBERSHIP...

5

6     **SUP. MOLINA, CHAIR:** (LAUGHTER).

7

8     **C.A.O. JANSSEN:** ...IS UP TO THE DIRECTOR. MY THOUGHT WAS THAT  
9     IT WOULD BE THE SAME PEOPLE THAT ARE DOING IT NOW BUT IT'S UP  
10    TO THE DIRECTOR TO DECIDE.

11

12    **SUP. BURKE:** ALL RIGHT. SO-- BUT WE WOULD BE INFORMED OF WHO  
13    THEY WOULD BE?

14

15    **C.A.O. JANSSEN:** WE CAN CERTAINLY REPORT BACK IN A MEMO ON HOW  
16    IT'S GOING TO WORK AND WHO THE MEMBERS ARE, YES.

17

18    **SUP. BURKE:** RIGHT, BECAUSE ONE OF THE BIG ISSUES WE TALKED  
19    ABOUT WAS CONFLICT OF INTEREST AND ALL THOSE THINGS.

20

21    **C.A.O. JANSSEN:** WE'LL REPORT BACK ON THAT.

22

23    **SUP. BURKE:** ALL RIGHT.

24

25    **SUP. MOLINA, CHAIR:** SO YOU'RE MAKING A SEPARATE...





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1

2 **SUP. ANTONOVICH:** SO THEY'RE LOOKING AT THE MEDICAL  
3 CONFIDENTIAL CHARTS.

4

5 **C.A.O. JANSSEN:** YES, CORRECT.

6

7 **SUP. ANTONOVICH:** AND THEY ARE ONLY THE PROFESSIONALS. CLINICAL  
8 EXPERTS WHO ARE ONLY LOOKING AT THE CONFIDENTIAL...

9

10 **SUP. YAROSLAVSKY:** THAT WOULD BE UP TO THE DIRECTOR AND TO THE  
11 C.A.O.

12

13 **SUP. BURKE:** THEY'RE GOING TO REPORT BACK TO US ON THE NAMES  
14 THAT THEY ARE SUGGESTING.

15

16 **SUP. ANTONOVICH:** BUT WE'RE TALKING ABOUT CLINICAL EXPERTS  
17 DOING THIS.

18

19 **C.A.O. JANSSEN:** YEAH. I MEAN, I DON'T-- DR. GARTHWAITE IS  
20 GOING TO HAVE TO RESPOND.

21

22 **SUP. ANTONOVICH:** DR. GARTHWAITE, WE'RE TALKING ABOUT THE  
23 CLINICAL EXPERTS WHO WILL BE REVIEWING. YES. YOU'RE NODDING  
24 YOUR HEAD YES. OKAY, BECAUSE THE TRANSCRIBER DOESN'T PICK UP  
25 NODS.



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1

2 **SUP. MOLINA, CHAIR:** DID WE MISUNDERSTAND? I THOUGHT IT WAS  
3 MISS EPPS THAT WAS GOING TO MAKE THIS DECISION.

4

5 **SUP. BURKE:** WELL, LET'S GET IT CLEAR.

6

7 **SUP. ANTONOVICH:** WELL, I THINK IT'S BOTH.

8

9 **SUP. MOLINA, CHAIR:** WELL, I DON'T KNOW. WE KEEP ASKING THE  
10 QUESTION. IS IT MISS EPPS WHO WILL MAKE THIS DECISION OR IS IT  
11 DR. GARTHWAITE OR IS IT A TEAM OF...?

12

13 **C.A.O. JANSSEN:** I THINK IT SHOULD BE THE TWO OF THEM THAT  
14 SHOULD MAKE THE DECISION.

15

16 **SUP. KNABE:** RIGHT. AND THROUGH THE MOTION WE PASSED TODAY...

17

18 **C.A.O. JANSSEN:** AND THEN REPORT BACK ON...

19

20 **SUP. KNABE:** YEAH, SHE'S THE PROJECT DIRECTOR.

21

22 **C.A.O. JANSSEN:** BUT-- BUT I THINK WE-- WELL, WE CAN REPORT  
23 BACK. WHAT WE DON'T WANT TO DO IS GET INTO ANOTHER DISCUSSION  
24 OF IT.

25



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1    **SUP. YAROSLAVSKY:** THAT'S RIGHT.

2

3    **SUP. BURKE:** RIGHT. LET'S NOT GET IN A DISCUSSION.

4

5    **C.A.O. JANSSEN:** WE'LL JUST REPORT BACK ON WHAT WE'RE DOING.

6

7    **SUP. YAROSLAVSKY:** WE'RE GETTING REAL CLOSE.

8

9    **SUP. MOLINA, CHAIR:** ALL RIGHT. SO I WANT TO UNDERSTAND. I'M  
10    OPPOSED TO THE MOTION TO DISMANTLE AND DISBAND OUR...

11

12    **SUP. KNABE:** WE'RE NOT DISBANDING, WE'RE SETTING ASIDE.

13

14    **C.A.O. JANSSEN:** IT'S SUSPENDED. SUSPEND, IT'S NOT DISMANTLE  
15    AND IT'S NOT...

16

17    **SUP. MOLINA, CHAIR:** TO SUSPEND THE H.A.B.

18

19    **SUP. BURKE:** UNTIL J.C.A.H.O.

20

21    **SUP. MOLINA, CHAIR:** I'M OPPOSED TO THAT PART OF IT. AND THEN  
22    MS. BURKE AND MR. YAROSLAVSKY HAVE A MOTION THAT-- WAIT, AND  
23    THEN-- BUT MS. BURKE HAS A MOTION TO REPORT BACK ON WHATEVER  
24    IS RECONSTRUCTED, IS THAT CORRECT?

25



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1     **SUP. BURKE:** RIGHT.

2

3     **SUP. MOLINA, CHAIR:** ALL RIGHT. AND I SUPPORT THAT.

4

5     **C.A.O. JANSSEN:** NOT ON THE AGENDA.

6

7     **SUP. MOLINA, CHAIR:** AND IF THERE IS NO OBJECTION, SO ORDERED  
8     ON THAT. NEXT WE HAVE PUBLIC COMMENT. WE HAVE THREE PEOPLE. WE  
9     HAVE VELYNDA JO WRIGHT, IF SHE WOULD JOIN US, DAVID TALBOT AND  
10    DR. GENEVIEVE CLAVREUL. SHE PASSES. ALL RIGHT. [ LAUGHTER ]

11

12    **SUP. ANTONOVICH:** GIVE HER A PROCLAMATION NEXT TUESDAY.

13

14    **VELYNDA JO WRIGHT:** GOOD MORNING, SUPERVISORS. UPON NOTICING  
15    THAT MY RITE AID SERVICE WAS TO CONSIST OF MY BROTHER  
16    TIMOTHY'S ALMA MATER, U.S.C. TROJAN SERVICE, I FELT IT PRUDENT  
17    BECAUSE TERCEL RHYMES WITH MY SENIOR COUSIN'S NAME, URCEL, AND  
18    LAST THURSDAY'S RECKLESS DRIVER THAT BARELY MISSED ME AT  
19    BRONSON AND OLYMPIC, COUPLING THAT WITH LAST SATURDAY'S  
20    ASSAULT BY A RALPH SUPERVISOR AND GUARD AT THE RALPH'S NUMBER  
21    48 AT 60TH AND CRENSHAW AND FACTORING IN THE STREET RACER WHO  
22    CHANGED LANES FROM THE NUMBER 3 CURB LANE TO THE NUMBER 1 LANE  
23    AT BRONSON AND OLYMPIC AND BRAKED AND KNOCKED ME ON MY CAN AS  
24    IF I HAVE A DEATH WISH, I FELT THAT, SINCE THE CLEANERS LIVE



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1 AT MY RESIDENCE AT 1014 SOUTH NORTON, THAT I SHOULD SIGNAL FOR  
2 HELP. COULD YOU GIVE THIS TO SUPERVISOR MOLINA? THANK YOU.

3

4 **SUP. ANTONOVICH:** OKAY. ANYBODY ELSE? YES, SIR. GIVE YOUR NAME  
5 FOR THE RECORD.

6

7 **DAVID TALBOT:** MADAM CHAIR, SUPERVISORS, MY NAME IS DAVID  
8 TALBOT AND I LIVE IN MARINA DEL RAY AND I OWN A SOFTWARE  
9 COMPANY. I'M HERE REPRESENTING THE LOS ANGELES CHAPTER OF  
10 DEATH PENALTY FOCUS, WHICH IS AN ORGANIZATION THAT IS URGING A  
11 TWO-YEAR MORATORIUM ON THE USE OF THE DEATH PENALTY IN THE  
12 STATE OF CALIFORNIA. THIS IS A TOPIC WHICH IS OF GREAT  
13 RELEVANCE TO THE COUNTY OF LOS ANGELES. WE HAVE 645 PEOPLE ON  
14 DEATH ROW IN CALIFORNIA, OF WHICH 196 OR APPROXIMATELY 30% ARE  
15 RESIDENTS OF LOS ANGELES COUNTY. WE HAVE BEFORE THE CALIFORNIA  
16 LEGISLATURE HAS AUTHORIZED A STUDY COMMISSION TO UNDERSTAND  
17 WHETHER THE DEATH PENALTY IS BEING PROPERLY EXECUTED AND I USE  
18 THAT TERM, UNFORTUNATELY, AND PROPERLY ADMINISTERED WITHIN THE  
19 STATE OF CALIFORNIA. THIS COMMISSION IS FUNDED, IT IS  
20 APPOINTED, IT HAS BEEN ASKED TO REPRESENT ITS FINDINGS WITHIN  
21 TWO YEARS. FROM MY POINT OF VIEW AND THE POINT OF VIEW OF MY  
22 ORGANIZATION, WE FEEL THAT IT IS INAPPROPRIATE TO HAVE ANY  
23 EXECUTIONS TAKE PLACE WHILE THE STATE-AUTHORIZED COMMISSION IS  
24 STUDYING THE FAIRNESS OF THE DEATH PENALTY. IN FACT, WE HAVE  
25 STATE ASSEMBLY MEMBER, PAUL CORETTE, HERE IN LOS ANGELES, WHO



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1 HAS PUT FORWARD A BILL IN THE STATE LEGISLATURE ASKING FOR A  
2 TWO-YEAR MORATORIUM ON THE DEATH PENALTY WHILE THE STUDY  
3 COMMISSION PRESENTS ITS FINDINGS. AND I-- MY PURPOSE HERE  
4 TODAY IS TO REQUEST THE BOARD OF SUPERVISORS OF MY COUNTY TO  
5 MAKE A STATEMENT THAT THEY SUPPORT THE TWO-YEAR MORATORIUM.  
6 I'M NOT ALONE HERE IN MY SUPPORT AND MY ORGANIZATION'S SUPPORT  
7 OF THE TWO-YEAR MORATORIUM. WE HAVE BEEN COLLECTING SOME  
8 SIGNATURES OVER JUST THE SUMMER AND IT WAS INTERESTING AT THE  
9 RECENT HOLLYWOOD BOOK FAIR PEOPLE WERE LINING UP TO SIGN OUR  
10 PETITION. SO FAR, WE'VE ENTERED AND GATHERED INTO OUR DATABASE  
11 FROM THE FIRST DISTRICT, SUPERVISOR MOLINA, 5,260 SIGNATURES.  
12 FROM THE SECOND DISTRICT, SUPERVISOR BURKE, 5,568 SIGNATURES.  
13 FROM THE THIRD DISTRICT, SUPERVISOR YAROSLAVSKY, 7,094  
14 SIGNATURES. THE FOURTH DISTRICT, SUPERVISOR KNABE, MY DISTRICT  
15 AND WE HAVE 2,831 SIGNATURES. FROM THE FIFTH DISTRICT,  
16 SUPERVISOR ANTONOVICH, AND WE GENERALLY DON'T GO AS FAR OUT TO  
17 THE-- TO THAT AREA AS OTHER AREAS, WE HAVE 1,793 SIGNATURES.  
18 SO THERE IS SUPPORT WITHIN THE COUNTY FOR THE COUNTY TO MAKE A  
19 STATEMENT AND I REQUEST THAT THE COUNTY MAKE A FORMAL  
20 STATEMENT IN SUPPORT OF THE TWO-YEAR MORATORIUM. THANK YOU.

21

22 **SUP. ANTONOVICH:** THANK YOU. OKAY. MOTION BY YAROSLAVSKY.  
23 SECONDED TO ADJOURN. WITHOUT OBJECTION. I THOUGHT WE'D  
24 FINISHED OUR CLOSED SESSION.

25



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1    **SUP. MOLINA, CHAIR:** JUST A REPORT OUT.

2

3    **SUP. ANTONOVICH:** OKAY.

4

5    **CLERK VARONA-LUKENS:** THE BOARD MET IN CLOSED SESSION AND THE  
6    BOARD AUTHORIZED COUNTY COUNSEL TO ACCEPT A SETTLEMENT OFFER  
7    FROM SEMPRA ENERGY, SOUTHERN CALIFORNIA GAS COMPANY, SAN DIEGO  
8    GAS AND ELECTRIC COMPANY AND ALL OTHER SEMPRA ENERGY  
9    AFFILIATES FOR A TOTAL GROSS RECOVERY OF \$4,563,238 TO SETTLE  
10    ALL CLAIMS AGAINST SEMPRA IN THE COUNTY'S NATURAL GAS  
11    ANTITRUST LAWSUIT AND ALSO THE BOARD DELEGATED AUTHORITY TO  
12    THE DIRECTOR OF INTERNAL SERVICES TO EXECUTE A SETTLEMENT  
13    AGREEMENT WITH SEMPRA WITH THE CONCURRENCE OF COUNTY COUNSEL  
14    THAT CONFORMS IN SUBSTANCE TO THE TERMS OF THE AGREEMENT--  
15    TERMS OF THE SETTLEMENT. THE SUBSTANCE OF THE SETTLEMENT  
16    AGREEMENT WILL BE DISCLOSED UPON INQUIRY BY ANY PERSON AS SOON  
17    AS THE SETTLEMENT BECOMES FINAL, FOLLOWING APPROVAL BY ALL  
18    PARTIES. THE VOTE OF THE BOARD WAS UNANIMOUS WITH ALL  
19    SUPERVISORS PRESENT. THANK YOU.

20

21

22

23

24

25





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1 REPORTER'S CERTIFICATE

2

3 I, JENNIFER A. HINES, Certified Shorthand Reporter  
4 Number 6029/RPR/CRR qualified in and for the State of  
5 California, do hereby certify:

6 That the transcripts of proceedings recorded by the  
7 Los Angeles County Board of Supervisors October 25, 2005  
8 were thereafter transcribed into typewriting under my  
9 direction and supervision;

10 That the transcript of recorded proceedings as  
11 archived in the office of the reporter and which  
12 have been provided to the Los Angeles County Board of  
13 Supervisors as certified by me.

14 I further certify that I am neither counsel for, nor  
15 related to any party to the said action; nor  
16 in anywise interested in the outcome thereof.

17 IN WITNESS WHEREOF, I have hereunto set my hand this  
18 31st day of October 2005, for the County records to be used  
19 only for authentication purposes of duly certified transcripts  
20 as on file of the office of the reporter.

21

22 JENNIFER A. HINES

23 CSR No. 6029/RPR/CRR

24